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ABSTRACT

The 10 papers presented in this report examine various aspects of rural bookmobile projects in the United States. The objectives of this first bookmobile conference were to offer (1) encouragement to bookmobile workers; (2) information for improving their services; (3) new data for subjective analysis of services; and (4) assistance in developing a systematic planning method for further interpretation of services. The papers and their authors are: "The Rural Scene," by Susan Raftery; "What Is Happening Today in Rural Bookmobile Service?" by Bernard Vavrek; "The Bookmobile: Vehicle of the Future," with sections by Jack Barth, Russ Topping, Don Daye, Tom Lockshin, and Ken McDowell; "Bookmobile Programs That Have Worked: Utah," by Paul Buttars; "Bookmobile Programs That Have Worked: Florida," by Carol Hole; "Bookmobile Programs That Have Worked: North Carolina," by Anne Sanders; "Program Planning and Analysis," by John R. Kues; "Are There Alternatives to Bookmobiles?...Mail Delivery," by Benita Davis; "Are There Alternatives to the Bookmobile?...Instant Libraries/Portable Structures," by Donna Calvert; and a conference "Wrap Up/Evaluation," by Bernard Vavrek (a review of the conference's main objectives and ideas). (TES)

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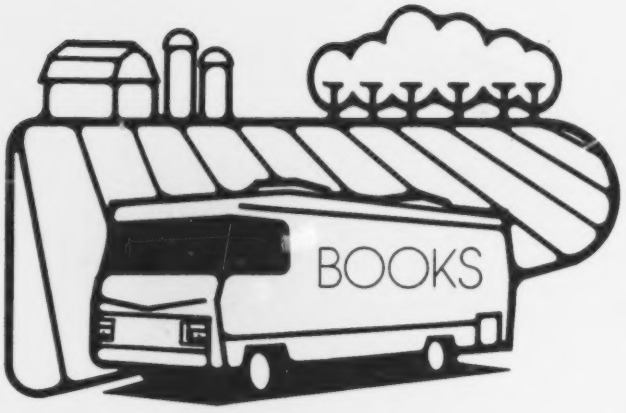
# THE RURAL BOOKMOBILE

*Going Strong*
*After Eighty Years*

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# THE RURAL BOOKMOBILE: GOING STRONG AFTER EIGHTY YEARS

## CONFERENCE PROCEEDINGS

Edited by

Bernard Vavrek and Mary Lou Pratt

Published by

The Center for the Study of Rural Librarianship, College of Library Science, Clarion University of Pennsylvania, in Cooperation with the State Library of Ohio, 1986.

## PREFACE

These Proceedings would not have existed without the initiative taken by the State Library of Ohio. Special thanks are directed at Richard Cheski, State Librarian, and John Philip, Head, Field Services, for the crucial roles they played in organizing "The Rural Bookmobile: Going Strong After Eighty Years," held in Columbus, Ohio, on June 19-21, 1985. Mike Jaugstetter, then LSCA Title II Consultant, also deserves recognition for his role in helping to organize this conference. Appreciation is also extended to other staff members of the State Library of Ohio for their assistance.

At the Clarion end of this publication, one must note the help of Mary Lou Pratt, Marilyn Fusco, and Kathy Wolfe, Graduate Assistants in the Center for the Study of Rural Librarianship, College of Library Science, Clarion University of Pennsylvania. Particularly important was the contribution of Mary Lou Pratt who had the major responsibility for transcribing and editing the conference tapes.

Bernard Vavrek
Director, CSRL

The Rural Scene

by Susan Raftery

(Rural Sociologist, Ohio State University)

Rural America today finds itself in a critical transition period. It could be said that perhaps "rural" society is coming of age. However, the rural communities in this country are not playing catch up. Instead, rural communities and those who live in them are setting the pace and leading the way. This may not fit the old stereotypes of rural America as we have known it in our lifetime; but nevertheless, the changes are occuring.

To this, you might respond with one word "How?" And my response is, "In so many fundamental ways that are exciting and challenging, let it be said at the outset that despite what the media would lead us to believe, Rural America is alive in 1985." Rural America is not dead nor is it dying, rather it is undergoing yet another critical "revolution." This is not the first revolution nor will it be the last.

Those who saw hand labor replaced by the McCormick reaper or the John Deere plow of the mid-nineteenth century, witnessed the first rural revolution. Later in that same century, further mechanization replaced still more tedious tasks.

In our own century, we have witnessed the substitution of tractors for horses, electricity for kerosene lamps, and technology for human labor.

And now we stand on the edge of another revolution -- high

technology and its application not only to farming but to other sectors of the rural community as well.

The first thing we must do is dispel the myth of the country bumpkin. No longer will images such as the "Dukes of Hazzard", "Green Acres", or the "Beverly Hillbillies" be acceptable in portraying the rural lifestyle. In the past, rural people have been brought into the arena of urban America much more than urban people have been brought into the arena of rural America. The challenge before us is to turn this around and to be proud of our rich rural heritage. It is time that the national media be made aware of the diversity and vitality of rural people and their communities. It is time to change the Grant Wood "American Gothic" image.

In the past, the term rural would bring to mind images of big white farm houses, pristine surroundings and an idyllic lifestyle. This is the myth we need to dispel. Our typical rural communities of the past and realistically for the future will remain quite constant. These include farming communtites of the Midwest, coastal fishing communitites of the Northeast, logging camps in the Northwest, coalmining towns in Appalachia, and cow towns in the Southwest. Yet within these long established communities we are beginning to witness a diversification of the economic base beyond farming or other natural resources extractive industries.

These communities in the future may also include a center for a service industry such as an insurance company, a collective

group of professionals linked to urban workplaces via computer terminals and modems, or even a high technology center where component parts, silicon chips, or computer software are produced.

Creativity and innovation on the part of rural entrepreneurs will transform the economic and social base of rural America. Yet there is one catch to all of this--rural communities will continue to be distinctive and organizationally different from urban America.

At first, these appear to be two mutually exclusive events--how can change occur and yet remain constant? Quite simply no matter how many non-farmers move into a community, the rural community's largest industry has been and will always remain agriculture. It is precisely the changes in agriculture which have allowed for the change in rural communities.

Agriculture, in its broadest sense, has always been and will continue to be the base from which all other economic endeavors have evolved. The basic needs of all people--food, fiber,and shelter--are extracted from the earth. As we migrated to urban centers and concrete walkways many of us lost the sense of rootedness in the land and what it produces. Those who live and work in rural communities have not lost this rootedness. Daily they are surrounded with the realities of food or energy production. The community tends to revolve in the cycle of the seasons.

This in turn has had and will continue to have a profound

effect on those who live there. Whether or not you are engaged directly in agricultural production, your life in a rural community follows much the same cyclical nature.

Before 1970 the rural communities in this country experienced a continual decline. There was no reason to believe that the decline would not continue throughout the 1970's. Then, as the census data from 1970 became available along with the mid-decade update, Calvin Beale, a demographer from the United States Department of Agriculture, discovered an unprecedented change. For the first time rural counties were growing at a higher rate than were the urban centers. This phenomenon came to be known by several popularly used terms--"Rural Renaissance" and "Rural Turnaround" being the most widely used. Between 1970 and 1980 rural counties gained nearly 4.8 million new residents. Many counties, in fact the majority of those which increased population, were for the first time beyond the urban fringe communities. This turnaround came to be a significant factor for two reasons. First, vast, depressed, sparsely settled rural areas experienced not only population growth which has brought jobs, additional commercial services, diversification but, in general, an overall improvement in the quality of life.

Second, the myth that was once held sacred, that growth could only occur through expansion of urbanization, was dispelled. The major modern theories of social economic development were to be reassessed. One no longer needed a densely populated

area in order to ensure economic growth. The movement of the in-migrants impacted all sectors of the rural community much more than natural increase through births. Demand for jobs increased, new transportation systems were needed, public services, health care facilities, and entertainment demands multiplied. The only industry that did not witness growth in actual numbers, however, was agriculture. This in-migration did not signify a resurgence in the number of people in the on-farm population. As a matter of fact this sector continued to decline at an almost steady rate.

Those who moved to rural America were mostly younger, with higher occupational statuses and more years of formal education. There was as well a great influx of younger retirees looking for places in the country after long careers in urban areas. Many of the new residents were affluent and all were far more cosmopolitan than the native rural resident. Rural people were no longer synonymous with the farm population. Yet today, ten years after this phenomenon occured, the quaint and provincial image of the rural population persists, when in fact diversity and complexity may be better descriptors of rural communities.

While the number and variety of economic options have increased, rural America remains persistent in differing from urban America. Many policymakers believe that rural America no longer needs special attention. After all, with the coming of modern transportation systems, rapid communication, mass media, and internal migration, America has become one homogeneous

society, hasn't it? This in fact is false, and it is time to speak up that watered down urban models will no longer be acceptable for rural society. The differences between urban and rural must be explicitly recognized if we are to truly serve rural America.

Rural America is made up of ecological, occupational and sociocultural characteristics that differ from urban America. Ecologically rural communities have been long settled and have remained relatively geographically and socially isolated from other segments of society.

Occupationally, rural is no longer synonumous with agricultural, yet a high percentage of the workforce is involved in agricultural or natural resources related occupations. Examples of such are businesses specializing in supplying firewood, truck farms which supply fresh vegetables to local supermarkets, artisans who rely on the natural environment for their crafts, and those involved in extractive industries such as lumbering and fisheries. Tourism likewise constitutes a large segment of rural communities and requires multiple occupations in the natural environment. Even if professionals have moved to rural areas, many are involved with producing something from the land either out of necessity or for therapeutic reasons.

Finally, the predominance of personal, face-to-face relationships among similar people marks the sociocultural aspect of the community. While rural culture is impacted by the larger American culture, there persists a comparitive slowness in

altering the rural heritage.

Admittedly, even using the three criteria--ecological, occupational, and sociocultural--rural and urban do not form entirely distinct or separate subpopulations. But there are still important differences. In rural America:

*the ratio of males to females is higher

*incomes are lower

*proportionately more families are in poverty

*women are less likely to be employed outside the home full-time

*native-born adult residents have less formal schooling

*elderly are disproportionately represented.

Likewise there continue to exist many disadvantages in the quality and quantity of many public services in rural communities. These disadvantages stem largely from the small, scattered populations that contribute to a high cost per person of providing services. These services include, fire and police protection, education, religious institutions, transportation facilities, welfare services, health care, and available, safe water supply.

Beyond demographic and service delivery differences there also remain distinctions between rural and urban outlooks. While the influx of new residents has been a fairly smooth transition, it is the differences in outlooks that have caused the greatest clash between old and new residents. The values,

beliefs, attitudes, and goals of the rural resident are markedly different from those of urban Americans. Rural communities tend to be more traditional in moral orientation, less accepting of minority rights, more ideologically religious and conservative, more likely to oppose the intervention of federal or state governments, and are genuinely more satisfied with their present lifestyle.

Just as there are differences among rural communities so to are there differences among rural residents. The rural population does not present a single, united, or undifferentiated position on any characteristic. Often the distinction depends on the degree of ecological or occupational rurality. Other factors such as age, income, education, sex, race, and ethnicity have also been shown to relate to behavioral differences. Still, geographic subcultures of rural can also enter into the picture. For example in the agriculture sector, tobacco farmers in the Deep South differ from the Midwest corn grower, who differs from the Northeastern dairyman and the West Coast fruit farmer. At the present time there is a lack of reliable national survey data for rural inhabitants, and therefore, it is difficult to state with any certainty that there are persistent differences between the value systems of long term rural residents and new rural residents.

With all of this then as background let us now take a look at the future and what it might hold for rural America. As it was stated earlier, rural America is in the position to

lead the way in the areas of high and bio-technology developments of the future. Borrowing a term from the 1960's--rural America stands on the threshold of a "new frontier" of change and development in rural America.

Rural society's economic base is now linked to the most progressive parts of the national and international economy. The rural economy is in actuality an adjunct to metropolitan production rather than the distant supplier of materials, workers, and life-styles.

Of the areas that are seen to have the greatest growth rates, high technology and the service sector lead the way. Telecommunications, satellite technology, and computers will become as familiar in rural America as silos and windmills. This expansion of high technology will also reinforce the present trends in rural employment. First, the decline of agriculture as the dominant employer in all regions of the country. Second, the growth of small manufacturing companies in rural communities, many related directly to high tech. And finally, the expansion of the service industry which employs nearly 60% of the rural labor force. This expansion of the service sector will provide in many instances the new basis for the growing rural economy.

To get a clear picture of this growth let us look at some facts and figures.

Professional service industry employment grew 43.1 percen from 1970-1977. This included: trucking, insurance, wholesale

trade, construction, and computer services.

According to a study conducted by Calvin Beale at the USDA: 22.9 percent of recent in-migrants are employed in professional services. Only 17.0 percent of old-time residents are professionals; 21.3 percent of migrants are employed in trade; 18.1 percent are employed in manufacturing.

Overall, newcomers equalled or exceeded old-timers in proportion of employment in all fields except manufacturing, agriculture, and transportation.

Most of the attractiveness of the rural communities in the 1970's, 80's and beyond is directly linked to the attractiveness of the interstate highway system, expanded rural electrification, improved rural schools, available public services, higher education opportunities, and expanded regional planning.

How then can agencies begin to develop a strategy to serve this heterogeneous population called rural America? How can parameters be set so that realistic goals can be met? How can we categorize the different types of rural growth communities in order to better serve the varying constituencies?

Throughout my remarks today, I have alluded to the fact that rural communities are not all alike and are as clearly differentiated as urban neighborhoods. Rural growth has created a number of interdependent types of communities that are linked in regional networks throughout the nation. As planners of a service to rural communities you are probably aware of each of these "types". Let us look at these and then explore the

linkages that affect not only the individual communities but also those rural residents that live in the open country surrounding these communities.

Government-Trade Communities

These communities are the prototypical service communities. Usually larger than county seats these communities operate as centers of trade and government services. This is where you would find regional shopping centers as well as central offices for social services.

University-Professional Communities

Sometimes referred to as "town and gown" these communities are usually the location of a state college or university. Often this type of community serves as the center of technological development for the rural community and much of the economy is based on the expertise housed at the educational institution. Of benefit to the entire community, healthcare facilities are usually exemplary as compared to other rural communities.

Industry Dominated Communities

In these communities one will find large manufacturing or office complexes for the rural employees. The incentives to build in rural communities include a reliable labor force, the ability (through non-union shops) to pay lower wages, and tax considerations. In the past these were more traditional industries but now one can find insurance companies and high tech businesses located in rural towns.

Tourism Communities

These communities have three distinctive constituencies: first, the native rural resident who supplements other income by working in a position related to tourism, often at a minimum wage; second, the tourist who, for perhaps two weeks out of the year, resides in the community; and third, the professional with portable skills and the resources to afford the high cost of a tourist setting who moved to the rural community permanently. Examples of such communities include Stowe, Vermont; Mendocino, California; Bar Harbor, Maine, and the list could go on and on. A remote-located computer programmer would be a typical professional one would find in a tourist community as a year-round resident.

Retirement Communities

The 1970's also marked a change in the retirement patterns of American workers. For the first time large numbers of the population were taking early retirement. This group could usually afford to move to rural communities that had been planned with their special needs in mind. Areas in northern Wisconsin, Florida, California, the Missouri Ozarks, and Arizona come to mind. In these communities the retired usually constitute about half of the population while the other half provide services to them.

Resource-Based Boom Towns

One will find these communities primarily on the eastern

slope of the Rockies, in Appalachia, in oil-rich parts of the South, and in parts of the Big Sky country of Wyoming and Montana. Wherever extractive industries such as oil, mining, strip-mining, or lumbering can be found, you will also find boom towns.

Just contemplating the great diversity of these different types of communities it should become clear that every educational and occupational variation is represented-- minorities, poor as well as affluent, men and women, young and elderly, old-timer and new resident. And this is just for the growing communities. Yet not all rural counties saw growth during the 1970's and 80's.

According to census data, 485 rural counties lost population from 1970-1980. Primarily in the Midwest and South, these communities are still dependent on agriculture, or have declined because of the closing of railroad lines or (as in New England) the closing of many small factories. These communities are less attractive to new migrants, and the decline creates a cyclical effect of more decline. All of the same constituencies are present, yet the economic slump tends to also create a socio-cultural slump of helplessness. These communities in turn become more dependent upon outside help.

This brings us to one more factor confronting rural America today and that is the farm crisis. Earlier I stated that I would be remiss if I did not touch upon this. Having laid the groundwork of the rural community, it is now that I would like to address this issue.

First, please do not tune-out as is often the case when this topic is discussed. At the outset it must be remembered that the farm crisis is not just the farmers' problem, it is everyone's problem--for we all eat. What is at stake is a sustainable food production system in this country. And the loss of family farms not only jeopardizes that food supply system, but also it threatens the very fabric of our rural communities. As stated before, agriculture, while employing 2.7 percent of the population, is still the largest industry in the rural community. As farmers and their families are displaced from the land, the economic structure of the entire community is affected. For every six farmers that go out of business, one business on Main Street will also be boarded up. Families will move away. Schools will be closed. Even churches will stand empty. And a community, once lost, will be gone forever. While newcomers have brought new occupations, no one is quite sure just what will happen if the economic base of the community is undermined by the loss of agriculture. The corporation who will eventually own the land will have total vertical integration from planting to marketing; they will come to raise the crop and will take the profit far from the local community and its institutions. The rural community will be gone. So as you can see, what is the farmer's problem today will become yours and mine in the near future.

Rural communities today are marked by increased divorces; women are working full-time. Children are experiencing the

same levels of stress and anxiety as their parents; drug and alcohol dependency is growing. Displaced farmers and businessmen are seeking retraining for other jobs. School enrollment is declining. And in general, the mood is bleak. By 1990 we will have lost nearly 2/3 of the farmers that were present in 1980. Just how this will affect rural America no one really knows. But just a few facts from a recent study completed in Missouri by Dr. William Heffernan. This study is representative of only one situation in the country, but I am sure the enormity of the problem will become apparent:

Ninety-seven percent of the men and 100 percent of the women interviewed indicated they became depressed.

Over 50 percent of the men and 72 percent of the women still experience depression.

Two-thirds reported "withdrawing from family and friends."

Three-fourths of the men and 69 percent of the women reported experiencing feelings of worthlessness. Children's school grades went down.

Adolescent children became more withdrawn and bitter over diminished social status and being forced to move and change schools. And the list could go on.

With the private sector deteriorating, it is not long before the public sector is affected--declining property values and tax bases, and shrinking public revenues. As a result, county services are being cut at a time when there is increasing need for them.

Conclusion

In a short period of time I have given you a great deal of information. Some of it you may have heard before, while some information may be new. All will impact your jobs as people who work with rural communities.

With the plethora of information in the media about the "rural renaissance" the general public is being informed, at least by implication, that the welfare of many rural communities is greatly improving. While, more recently, the media has proclaimed the farm crisis as the end of rural America. Both images are in their own way correct, but to the general public confusing. Perhaps it can be said this way, "Rural America is not dead, but everything in the countryside is not O.K.!"

The media would have us believe that there is a mass exodus occuring from rural America, and that the last one out will close the door and shut off the lights. This is hardly the situation. Yet if nothing is done to offset this image, we may well find any and all funding for rural projects being discontinued.

Whatever shape agricultural industry takes as it moves through the current transistion period, there will still remain rural communities of some sort to serve. Just how we can predict how this will be done may be an exercise in crystal ball gazing until new data is collected. But we must not stop the creative energies that have brought all of us to work with rural people.

There are three things all of us can do through this uncertain time period:

1. Continue to be optimistic. Doom, gloom, and woe-is-me will not solve anything. Look for the positive aspects that rural living and serving rural communities can offer to others in your profession! "Rural" has some very exciting things happening.
ing.

2. Continue to be creative. You will have an opportunity at this conference to share ideas with your colleagues from all regions of this country. Take advantage of this opportunity. Creative ideas will flow here that you as an individual may never have thought to try.

3. Continue to be caring. I am convinced that those who choose to work with a rural constituency really care about people. Why else would we travel for miles and miles to serve such small numbers? As professionals in the information business you have an exciting future ahead of you in rural communities. Bringing not only books but many of the new technologies to rural communities, you have the opportunity to profoundly affect the lives of many men, women, and children who would have no other means of broadening their horizons beyond the rural communities in which they live. Heterogeneity is the new operative word as you look to the future and the service you bring. I thank you for allowing me to share my observations concerning rural America with you today, and wish you success for your time together that

it will be both rewarding and revitalizing as you return to your individual states to implement new ideas. I hope you enjoy your brief stay in Columbus and likewise that you might consider returning to rural Ohio, the heart of it all.

## What is Happening Today in Rural Bookmobile Service

By Bernard Vavrek

(Coordinator, The Center for the Study of Rural Librarianship, Clarion University of Pennsylvania)

I'm flattered to be here this morning and to see Mike Jaugstetter and many of you whom I've talked with in other circumstances. When Mike talked about his experiences at Clarion, you might have picked up the fact that he worked several years with us, indicating it took him more than one year to finish the program. I should to correct the record, however, indicate it was simply because he was dedicated to the spirit and actuality of rural services and was engaged in research with us, and that's why it took three years.

I was a little disappointed in coming to the meeting yesterday, because I had expected to see a convergence of bookmobiles circling the Hilton; I don't know whether it was Mike or John Philip or some other member of the Ohio State Library who indicated to me that each of you was to drive your bookmobile to the conference to make a statement, reminiscent of the farmers who drove their tractors into D.C. a couple of years ago.

I'm delighted to be here in any event. I want to preface my remarks just briefly by describing the Center for the Study of Rural Librarianship. It's an activity that started in 1978; it's an activity of the College of Library Science at Clarion. I want to stress that it is not a building, but it's an activity in which we engage to conduct research about rural libraries.

Research is one of our interests, and hence our discussions about bookmobiles for today. However, in addition to conducting research, we also have several publications, for example, Rural Libraries, which some of you may be familiar with, and of which we are very proud. Rural Libraries is published twice a year, and in addition to it we publish numerous bibliographies and monographs, and we are always open to suggestions from our friends in the field.

Continuing Education is also an important thrust for us, whether it's participating in conferences or workshops such as the one here today or sponsoring our own workshops and conferences or assisting in the formation of others; this is an important concern of ours.

The School of Library Science offers several courses for academic credit that are oriented toward the theme of rural librarianship. Our Center also attempts to provide consultation, as a non-profit venture, of course; consultation frequently means answering phone or letter inquiries; for example, a librarian wrote recently and asked how she might get along better with her library board.

One of our newest activities is the development of a software program for the output measures. Some of you are aware of this program, called Output-M, and there is a brochure on the table that explains its function.

Prior to a discussion of some of the data from our bookmobile survey, I would like to reveal some impressions I have

gained by talking with bookmobile librarians over the past six months; these impressions concern factors that would seem to have an effect on bookmobile service.

Bookmobile service seems to be affected by the following factors: the rurality of the community, the socio-economic characteristics of the community, the type of bookmobile stop, the dynamics of the collection, the enthusiasm of the bookmobile staff,and the communities' conception of the bookmobile.

The rurality of the community is certainly a major factor. Are we talking about a small community in Ohio or Pennsylvania or are we talking about vast distances that separate rural communities, such as in Michigan or Texas where we may have 1,500 miles between communities; those communities may only consist of 250 people. Our definition of rural, therefore, is certainly a factor in interpreting bookmobile service.

The socio-economic characteristics of the community are also important. What is the composition of the people who make up the community, the number of retired or older Americans, the number of young married people who have recently moved into the community. How mobile is the group? Young marrieds, for example, may both be working and both have cars and may not wait for the bookmobile to come to them, but rather travel into the library in town. These characteristics are important in judging not only the community, but its function with the bookmobile.

The type and schedule of the bookmobile stop is a third important factor relating to bookmobile use. Are we talking

about a stop at a local bar, which may be the only community institution in the town? Are we talking about high rises inhabited by senior Americans? Or are we talking about visits to schools primarily?

The dynamics of the collection is an important feature of bookmobile service to consider. What type of resources does the bookmobile contain? How many books and periodicals does it have? How current are they? I've heard amusing stories of the controversies that develop between the bookmobile librarian and the rest of the library staff members, because the bookmobile librarian may be the first when the new books are being put on the shelves, and he or she may grab them off for the bookmobile, much to the chagrin of the rest of the library staff.

The enthusiasm of the bookmobile librarian and staff is an important factor. A general interest in the people being served may consume the librarian, so that he or she is totally dedicated to the rural clientele. The bookmobile librarian may in many ways provide a kind of social function, listening to the people and their problems and being sympathetic. I see many of you nodding approvingly and smiling, so I presume there is some truth in this observation.

The way the bookmobile is conceived in the community is an additional factor to consider. Does the community consider it in a positive light?

I would like to offer a few impressions from the survey itself. There's no doubt, for example, that there's a uniform

appreciation of the role of the bookmobile, and it has a high identity in the community.

In some cases bookmobile service may not be an entirely altruistic matter, as a librarian in Michigan explained to me. The bookmobile service may be the only form of library service provided, and when the vote comes up whether the library should be funded, it becomes a natural thing to ask people who have been served by the library, "Wouldn't you wish to continue this?" as opposed to asking someone who has never seen the library, "Do you wish to fund that particular institution that we call the library?"

The greatest concern shared by bookmobile librarians is the physical maintenance of the bookmobile, and in terms of problems, this tends to be the major one. Of course we'd be glad to listen eagerly to our friends in the audience who are providers of bookmobiles, manufacturers, etc. Some of our colleagues find maintenance problems to be characteristic of both old and new vehicles.

These general impressions seem to form a backdrop to the understanding of bookmobiles, and I hope each of you will not only internalize it, but referee it as we will have an opportunity to discuss today and then later.

We conducted two surveys; I might mention before going further that until last evening I was unsure of how to go about presenting the results of a survey. I did not want to do a kind of rote litany of all the questions, some 70 questions that

were on the survey, and to go through it saying there were so many percentages of this and so many percentages of that. So you'll be glad to know that I've decided to give you more of an overview impression of what the survey provided.

We did two surveys, and we will send you composite results of the survey we will be discussing as soon as they are available. We will have a time following the discussion for further interpretation of any specific data that anyone wants; I brought some of the printouts, and I have my master sheet, so that if anyone is interested in precise percentages, I'd be glad to share them.

One of the two surveys we did was conducted as a model; this was in March and June of this year, and it was one of the most difficult we have done so far. There were a number of reasons for this: We were uncertain how many bookmobiles were in operation per library, and the number would have an effect on certain considerations such as how many books are in the bookmobile service, how many staff members they have, etc.; we discovered later that most libraries have bookmobile service for just one bookmobile, although there are a few libraries that have more than one.

Another difficulty we had was trying to compile a list of libraries that provide bookmobile service. Although she is not in the audience, we are very indebted to Mary Tutton of Gurnee, Illinois. Mary is the bookmobile librarian, also the editor of Mobile Ideas, which is published by the Public Library Associa-

tion. Mary had a list she provided of names and addresses of libraries that she and her colleagues had compiled. We took that list of about 1,000 bookmobile libraries, and with the use of the American Library Directory compiled all the necessary directory information, names, addresses, phone numbers, etc. I guess we have the most complete directory of bookmobile libraries in the United States, so that if at any time any of you might be interested in that information, we'd be glad to share it with you.

We did the first survey as a sample; then we did the second survey beginning in May of this year, May to June. It wasn't until Monday of this week, however, that we finally got some printouts of the results, partly because the University has a new computer that very few people know how to run.

We have interpreted "rural" in several ways. We have used the Bureau of Census definition, which defines rural as 2500 or fewer persons. We have also concocted for our purposes what we call "extended rural," which encompasses populations from 2501 to 25,000; anything above 25,000 we consider to be metropolitan.

The survey consisted of approximately 178 questionnaires mailed throughout the United States, a sample from the 1,000 bookmobile addresses. About 50% were returned, 88 questionnaires, 72 of which were usable documents, so the data that I'll be discussing are based on 72 respondents.

It's interesting to note that 72 out of the 88 were usable. The difference, 16, were invalid because it turns out those

librarians withdrew from providing bookmobile service; we did not ask the reason, nor was the information volunteered. The returns simply said: "We discontinued bookmobile service last year."

What I've decided to attempt is a description of the typical bookmobile. It should be understood, of course, that there is no such thing as "typical"; this fact might be a concern in terms of the interpretation, but what we've done is to merge everything together and provide average statistics. You will have to take these averages and relate them to your own experiences, and I will be glad for your assessment of how useful the information is.

The following is a description of the typical bookmobile in 1984: The average bookmobile (not a specific bookmobile, but bookmobile service itself) has been in existence for the last 29 years. Bookmobile service is not new, and the impression is that it is a good thing, that it provides a highly satisfactory service for people in the community who otherwise would have no library service whatsoever.

The typical bookmobile is on the road for an average of 28 hours a week. It is ten years old, and keeping it mechanically fit is the most significant challenge. It was inoperable for 15 days last year, and as the respondents indicated, it is frequently difficult to find a mechanic in the county or the area who is qualified to repair the bookmobile. The bookmobile itself is most likely to be a bus or a van type vehicle.

On a typical day the bookmobile carries an average collection of over 2,500 hardbound titles, 60% of which are fiction, intended primarily for a young adult audience. The average bookmobile has anywhere from 11 to 21 periodicals. Non-print materials such as phono-discs and audiocassettes are also likely to be aboard the typical bookmobile.

The typical bookmobile provides reference service to its clientele, but does not have the means to contact the main library for support or for backup. Interlibrary loan service is provided, with items requested being brought on the bookmobile during the next visit.

While one in four bookmobiles provide programming for adults, childrens' programs are almost always found with bookmobile service. These programs are normally found in the summer time, as summer reading programs. The average attendance in the summer reading programs is approximately 50 kids.

Also, no survey of bookmobile users has been conducted over the last five years; that tends to be the same general result we have seen in asking rural librarians the last time they have done a community survey; it tends to be a very modest number that has been completed.

The typical bookmobile primarily travels to community, institutional, and school stops and spends anywhere from a half hour to two and a half hours there. While the bookmobile does not usually offer services in the evening or on the weekend, during the week it travels an average of 220 miles, and the most

distant stop from the main library is 34 miles.

Generally the bookmobile is staffed by three full-time equivalent persons, two thirds of whom have only high school training. Only 17% of the full-time staff members assigned to the bookmobile are certified librarians with training at the master's level in library science. Normally there tends to be an average 25,25,25,25 split in terms of the type of academic preparation that one has in the rural library: it tends to be 25% high school, 25% bachelors, 25% volunteers, and only 25% certified librarians, but this is not the case with bookmobile service.

In 60% of the instances the bookmobile staff is assigned other duties, in addition to those associated with the bookmobile; these tend to be circulation services, cataloging, reference, etc.

While a majority of other staff members are perceived as sensitive to the importance of bookmobile services, one out of three lacks knowledge about the operation of the bookmobile, and may not be interested in bookmobile service. One of our graduate students, who had formerly been a bookmobile librarian in Alaska, made the point that other staff members sometimes think the bookmobile librarian is lollygagging about the countryside, having a good time, and the real work is being done back at the headquarters, so there is some concern about the perceptions of the staff people. I'd be glad for anyone's comments on this later.

Our friends at the state library asked us if we would provide some before and after information, so we used the period 1979 to 1984 in many of our questions; we, therefore, had some opportunity to see some gains or losses. From 1979 to 1984 there was a 21% increase in the typical bookmobile budget, the national average at the moment being $44,000.

I was glad to learn from John Philip last night that he thought that $44,000 was probably the average in Ohio, which somewhat supports our finding. I can't read from the expressions on your faces whether you think this is a high or low figure, and this is one area where we might not have phrased our questions most effectively. For example, we may not have included categories that we should have to figure the budget.

One matter of concern is that about 30% of the librarians that responded to the survey had no knowledge of the budget for the bookmobile. At least they didn't indicate they were aware of the costs.

The typical library has seen a two per cent increase in the number of rural people served by the bookmobile. The average number of people served by the typical national bookmobile is about 12,000 per year. At the same time, however, there's an 8% loss in the number of books circulated from 1979 to 1984. The number we have now is about 37,000 books being circulated, while in 1979 there were about 40,000. Many of the people in response to that question threw in a scope note on the side explaining that the bookmobile was being repaired, or they were in the

process of buying a new bookmobile, and this accounted for the fact that there was a drop in circulation

The average cost for circulating a book in the bookmobile is $1.19. The cost for circulating a book from the main library is $2.19. Betty Ann O'Brian was saying that's the craziest thing she ever heard. I kept going back to the surveys and doing resampling, and I found that it was the same result; in fact in some cases the difference was a multiple of three. I thought this was perhaps a blockbuster, and I could see it already in the headlines of Library Journal, that we should do without the headquarters library.

Actually it is probably not remarkable that the cost is cheaper, because the staff members who have high school training are not being paid professional salaries. Also, we have to consider whether the person who indicated the cost or budget of the bookmobile was including the cost of the resources.

One final aspect of the typical booknobile is that only one in three bookmobile libraries also provide mail service.

This may seem to have been kind of a jumble of things, but this should provide a substructure of what might be a typical national model at the present time. I thought that instead of just dropping it there, I would make some observations of my own, so I have several points with which to conclude.

First there is quite obviously what I define as an indefatigable enthusiasm for bookmobile service. Maybe this is not surprising since these were bookmobile people who were talking

about bookmobiles, but from reading the comments on the survey I deduced it was not from self-interest they spoke, but there was a real enthusiasm.

There is a genuine belief in the value provided by bookmobile service, a real belief that if there wasn't a bookmobile, there wouldn't be anything else.

There is a strong desire to make bookmobile service work. If circulation is down, the librarians may decide that the stops need to be changed; if funding is low, a constant concern, it may be possible for funds to be reallocated to the bookmobile; there is a desire to do whatever is humanly possible to make the bookmobile functional, operational, and satisfactory.

The feeling exists that the staff plays a highly significant role in the life of the community, that the bookmobile librarian is instrumental in that community as a partner in that community, not just someone representing some institution. In terms of rural America interface, interpersonal contacts are so important, and this is heightened because of the proximity of the bookmobile.

There is a sense that the bookmobile is not just an instrument, not just a unit, not just a symbol, but it's really the library itself. This is the interpretation of the information that people presented on the survey.

Finally, we should be optimistic about the future of the bookmobile, contrary to impressions otherwise, problems of cost, etc. Some important services may just happen to cost more, and

this may be the case of the bookmobile, but it is still a unique service, a way of providing information to people who otherwise would be disenfranchised of a library.

Perhaps the best way to conclude would be to use a comment by one of the respondents on the survey who said: "There should always be a need for bookmobiles, they can't really go anywhere and do anything, but they come closer to it than any other form of library service."

## The Bookmobile--Vehicle of the Future

Jack Barth- Barth, Inc.

Barth is a small specialty manufacturer of vehicles for unique application. We're located in North Central Indiana in a little town called Milford, and you probably won't find it on a map. We employ about 120 people, and our business handles a volume of about eight to ten million dollars a year.

In the motor home market that we serve, we hold kind of a unique position. People come to us after they have owned two, three or maybe as many as four different production type of motor homes, and what their plan is is to spend more time in that motor home. So they want something that will more closely reflect their personal life style preferences. And this customizing is where Barth shines.

We don't have volume production; we produce between five and six vehicles a week, and we serve a very unique segment of the market.

Because of our custom capability in motor homes, it was a natural following that we should get into some of the special purpose vehicles. I was formerly with a large manufacturer of medical, dental, hospital, clinical laboratory equipment for many years. One of my responsibilities was to find new markets for the products that we manufactured.

About ten or 12 years ago, it appeared very obvious that a change had occurred that made the application of mobility to

health care services more frequent. I worked with about five manufacturers of vehicles, all of which custom built vehicles for these purposes.

Finally I found Barth, and Barth built about 115 vehicles for me as a customer before I joined the organization. So I've been on both sides of the fence; I've been both a buyer and a seller of the Barth product, and I'm kind of proud of it.

In the specialty vehicle manufacture, we've tested such areas as remote television broadcast units, dental and medical care vehicles, blood donor units, big industrial machinery, etc. This is the kind of area that Barth served for many years. Then you folks in the library field found us, very frankly. We had no idea of the potential that existed in serving an organization or association like you have.

We've had the privilege of building perhaps a dozen library units in the last year or so. I'd be happy to give anyone the names if you're interested and are not already familiar with them. We have a few Barth owners that are represented in the room here today.

In manufacturing our vehicles, we point out at the earliest opportunity that we are not library experts. We know how to build vehicles. We know how to select a chassis for the requirement that's identified by you. We know how to establish power requirements and relate those to the selection of the generator. We know how big a vehicle requires what size air-conditioning unit. But we are not library people.

So the approach we take is that if you will tell us what you need in the way of space, arrangement, and facilities, we can design the vehicle around your requirements. We can make facilities for handicapped access, either very simple or very exotic, a simple ramp or hydraulic lifts. If you have unique requirements such as cabinets for videocassettes, etc., we try to accommodate you.

The actual basic construction of the vehicle starts with an automotive chassis available from a variety of sources. The vehicle out in the parking lot is on a Chevrolet chassis. We can select a chassis according to the size of the vehicle that you require and the weight carrying capacity you need. Chevrolet is not the only source; there are several companies that manufacture chassis.

We build our bodies separately from the chassis; the body is built as a unit, then the chassis is rolled under it after the body is constructed. It is bolted together, and you have two separated units that have become one. If the body outlasts the chassis, it is possible to unbolt that body, lift it up, roll a new chassis under it, and bolt the body back down again. Easier said than done, obviously.

The framework of the upperstructure of our bodies is all interlocked and buck-riveted C channel aluminum extrusions; the outside skin is a full hard aluminum sheet, the rif belly pan a single piece aluminum. Aluminum, of course, is a light weight material, and if it's properly shaped, properly designed,

properly engineered, it can be an extremely strong material.

We were asked to talk about such things as technical innovation. I for one sort of run into a blank wall there, because we still use a Chevrolet chassis, and it hasn't really changed since about 1977. In 1977 about the only change they made was in the gas tank.

This has been a benefit in the sense that we can still use the regular gas in that Chevrolet chassis. That may not be true in 1986, but for now it's true, and there's a measure of economy involved in that, of course.

Generator manufacturers have been a little more technologically advanced, perhaps because we represent a more important segment of the market to them. We've had a great deal of success with the Onan generator and the Kohler generator. There are other fine brands, too. We like those two major ones because of the availability of service on either one of them all over the United States.

We tend to lean toward Kohler just a little bit, because more and more of the special purpose vehicles we build are incorporating some type of computer device, and you all know how sensitive computers are to fluctuations in electric current.

I do thank you all for the opportunity to let me come in and speak to you. We'll be out in the vehicle, and afterwards there's going to be a question and answer session, and I'd sure like to help you in any way I can.

Russ Topping- Black River Bookmobile

I'll tell you what, at five per week you've totaled our entire one year's production. Talk about small, I don't believe they come any smaller. However, we are dedicated to manufacturing library bookmobiles and library bookmobiles only. We don't get into the RV market for a variety of reasons. And we don't modify existing vehicles to try to make them fit our needs. We're designed up as much as we can be with our limited production.

I've had experience all the way up and down . . . design, mechanics; I'm a master mechanic. That may not mean much to you, but of 34 bookmobiles in 32 different libraries and regional libraries in South Carolina, North Carolina, and Georgia, we're their prime repair source, primarily of generator sets. When we got into building bookmobiles, and attending to generator sets, I realized I'd have a good income, as long as they build bookmobiles with generator sets.

When it came time to design ours, the first thing I asked was whether we could accomplish our purpose without a generator set. And we have done that. We built a library bookmobile with heating, cooling, lighting, outlets for Gaylord charging machines, or computers, but no generator.

It's not hard to do; anyone can do it. We do it with battery banks, inverters, converters, oversize alternators on the engines, a method I feel is a new trend; we follow the leaders.

Since the Arab oil embargo, we've reversed our entire

thinking processes in this country on what constitutes a good vehicle. We have found out that instead of having 400 cubic inch engines, we can get down the road with one passenger in a passenger vehicle at legal speed or above speed limits with a 2.2 liter, not the monsters.

I got a very nice reprint from American Truck Historical Society in Hagerstown Washington County that claims to have the original bookmobile; there were pictures starting with their book wagon with the horse, the 1911 autocar, the Kohler, the Studebaker, the GMC in 57, and the Gerstenslager in 69. As I look at those pictures, and I see the pictorial history of the United States auto industry, I notice the average size of those cars and how small they've gotten. All of a sudden we've realized we can get by with the smaller ones.

So we're taking these factors into account when building bookmobiles. We're running three pounds of vehicle for one pound of books, which I think is a pretty good ratio. We're getting ten to 12 miles per gallon.

I don't think this is the ultimate in a bookmobile. I think the ratio will eventually get down to about one pound or a pound and a half of vehicle per pound of books. We're going to do that by good engineering, by extensive use of aluminum, and we're going to get away from these frames.

We use Chevrolet or GMC. You can't beat them; they have what's available on the market; we use them because they have a very good, small diesel engine, not the Oldsmobile; it's a

Detroit; Chevrolet started building the engines, got into trouble, and the corporation gave it to Detroit diesel for production.

That engine's now approved for marine use, which is very tough, and it's also approved for turbo charging; about two years from now, it's going to come with an open combustion chamber that increases efficiency and fuel consumption will be about 20% better.

So I look for more and more in the light weight, and more economical to operate; we use Grumman Olsen bodies, which are all aluminum; they're virtually corrosion proof; they have a service life of 20 years.

So the dinosaurs are on their way out; the biggest thing you're hauling around is air, and we must find the cheapest way to enclose that air, along with the "couple of pounds" of books. We don't build custom, we build a standard, and we give you a couple of options.

The primary thing you've got to make the biggest decision on is what color carpet you want, and what color you want it painted below the belt rail. We're building for the southeastern market primarily. We use super insulation; we use an R13 and a half on the ceiling, an R10 on the side walls, an R7 and a half on the floor. Our system seems to be working quite well.

I didn't have one to bring, because we're so small that we don't have that many coming out. We're building one for Charleston County now, and then we're building a portable branch library

for Gainesville; I consider anything that's bigger than our standard as coming into the category of portable branch libraries.

Don Daye- Gerstenslager

We're representing the Gerstenslager Company. Many of you know my father; we have a combined total of 47 years of Gerstenslager experience between the two of us. I'm proud to represent the company, and I'm proud to represent him here, as he couldn't be with us.

Most of you refer to the Gerstenslager Company as the "bookmobile people." The presentations that were given this morning touched very heavily on the attitudes that you have as they relate to the successes of your programs. And the primary reason that we've been successful is by creating different types of bookmobiles to meet your needs.

Our goal has not been primarily to go out and provide a bookmobile to sell to you; our goal has been to listen to you, to build the unit that you want. We do not consider ourselves experts in bookmobiles; we consider ourselves people who listen well.

The technology used in today's bookmobiles has been around for many years and will remain. Some of it, however, is fairly new. Some of it has been introduced by people who are in mass production of various types of vehicles, cars, trucks, etc.

Our goal is to introduce innovations that will help you in a

functional way, a bookmobile that will serve you well, that will serve you long, and that will help you accomplish the goals that you personally have for your library system.

We do not presume that what we sell suits all libraries. It doesn't. I've actually been in the position of having to say that what I have won't do what you want.

That's the type of honesty that I pledge myself to, and I think the company has pledged itself to for many years. We have a background that gives us a particular advantage that I would like to mention also; while many of you know us very well for our Gerstenslager bookmobiles, most of you are not aware of the other things we do. We've also produced units for fire rescue, radio industry, television industry; I conveniently have one of our recent ads, by accident, of course.

We have continued to be a forerunner in engineering and design of unique types of transportation. One of the problems for mobile transportation seems to be coming up with an appropriate software package within a reasonable price range. Having a television background, in production of vehicles, we have a good understanding of some of the issues that you're going to be approaching, and it helps us to be knowledgeable and conversant with you regarding applications that pertain to bookmobiles.

Again, we do not presume to say we know everything, but we make an effort to find out information to help you. We often don't know what we're about to find out, until you inform us. We go from there.

We are a part of a company that has two divisions, one is a stampings division and one is the custom body division. We are in excess of 35 million dollars in gross revenues. We are growing rapidly, especially in our stampings division. We have recently occupied a 225,000 sq. ft. additional plant.

Some of the technology that has been bouncing around for a number of years happens to be located outside the doors here; we have our custom built unit; we do a great deal of custom building. You tell us what it is and we can build it; quite frequently, the military comes to us, along with other types of industries, and says: "This is what we want to do. How?" And we sit down over a period of time, and we come up with a program, design it, and build it.

The bookmobile industry at one time was simply that way, except with the origins of the bookmobile industry and conversion units and so forth. We are now seeing the use of aluminum, as Russ mentioned, and fiber glass is being used a great deal, and different types of insulation that enable us to make a wall that is thinner and still has a high insulation value.

The techniques of construction are more automated. All of these things benefit you, in our being able to provide a solid structure that is a lighter weight overall.

There are different goals for different libraries. Size is one thing that limits a lot of people in various areas. As has been mentioned, we have to fall back on the same type of chassis, all of us do. Some individuals manufacture their own chassis.

But we draw from existing technology. It's what I think is most important for us to understand.

New technologies are not mostly on the horizon for the types of constructions that you're interested in, not because you wouldn't want it, but because it's extremely expensive. Library investments at this point are limited as to what they are able to purchase.

To give you an idea of the capabilities that we have, let me tell you some of the customers that we've dealt with: we've dealt with all of the automotive companies, all branches of the military, the Nike missile systems; we've designed radar units of all types, and we're building the support system for an unusual radar plane, and that is the newest thing to be available as far as military advancements and so forth.

The way that relates to you as far as buying a bookmobile is that we have the expertise to produce what you need. We're willing to listen to what you want, we will always respond to you with what we feel is reasonable and adequate for a situation, and if we feel that it won't work, we'll tell you. And I think that's all I can promise you.

A comment was made earlier about the "real consultants," and I want you to know that I think you're all real consultants to us. We rely on you for guidance, and then we provide you with the expertise to accommodate your needs and build what you need in the future for a bookmobile. Thank you.

Tom Lockshin- Ohio Bus Sales

I am vice-president of Ohio Bus Sales; we represent the Blue bird Company; our own company is located in Canton, Ohio, which isn't too far from here.

I want to start out by telling you what we're not. We don't have a truck, and we don't build on truck chassis. What we offer is a heavy duty coach, where Blue bird builds the entire body and chassis itself.

Blue bird is a major manufacturer of school buses, church buses, city transit buses, motor homes, and basic shells, with a vehicle chassis and body that can be built into specialized units like bookmobiles.

They started in 1927 and they're still a family owned company. In 1948, Mr. A.L. Luce, Sr., who is the founder of the company, had a growing dissatisfaction with putting up with what was offered by the truck manufacturers. He decided to build his own chassis. And for 37 years to the present, Blue bird has continually improved and refined its products.

We start from the ground up with frame rails at the cross members, engine transmission, etc. It allows us to customize the chassis to the body and vice versa, so it's meant to be a coach. We build in regular production models 22 different lengths, from 25 ft. to 40 ft. in length, and in most cases theses change in seven inch increments, so we truly customize the size of the vehicle, the wheel base, the turning, the overall length, right down to exactly what you need.

You can specify different engines like diesel or gasoline, five speed or automatic transmission; hundreds of other options are available, but by in large it's a heavy duty coach with a high G.V.W. Some of your smaller units, and lighter units are anywhere from a 10,000 to a 14,500 G.V.W. or up to maybe 22,000 G.V.W.'s and there are some larger ones available. But ours are 31 to 34,000 G.V.W., and we think this works very well.

Because Blue bird builds the whole thing, you get one warranty on the body and the chassis; you get the factors like weight distribution, ride, handling, maneuverability; they're all primary factors and not just bi-products.

Being the large manufacturer that produces thousands of bus bodies and buses each year, we can customize them, and we can also take advantage of procedures and processes that aren't available to smaller manufacturers. There's a six-step metal treatment process used; all the parts are fabricated, then they're primed, the primer's baked on, then the vehicle structure is assembled, so anywhere parts overlap, their primer is underneath; you get a very good inhibition for rust. The exterior paint is hot sprayed on, then the whole body is baked in a bake oven, so you get a real hard durable finish.

We look at large axles, large brakes, large tires, steel-belted radial tires that may last 100,000 miles, front ends that go 200,000 miles before you replace king pins or steering parts; so what we offer is a vehicle that can go for 15 to 20 years with the least amount of maintenance and low operational costs.

Too often just the initial dollar is considered, where the net can sometimes mean excessive dollars spent over the years; we want to look at what it's going to cost to operate over a period of time.

Our most popular unit is a 35 ft. model. It has a gasoline engine, a 427 Chevrolet, 220 horsepower; it's a front engine model. We do have a rear engine model also and also diesel engines, but this gives good traction, good economy, handling, so it's a real workhorse.

We use buck-riveting in most cases; buck-riveting the body and chassis virtually eliminates squeaks, rattles, structure weaknesses, places for air, dirt, moisture to get through.

We use a unitized construction, so each part adds strength to the whole structure, and the floor is reinforced every nine inches, so everything is very solid. There are drainage ports everywhere to allow water to escape; we use a lot of adhesives and sealers to make sure it's tight. We want to give you solid safety and comfort for your personnel and your patrons.

We use a urethane insulation under the floor and in the side and the walls and the ceiling, so that the temperature control is very well maintained, even with the doors opening and closing. We use 3/4 inch plywood on the shelving and cabinetry uprights with the mica covering, so it's a clean bright finish, and we can customize the interior design to anything you could possibly want to do if it's feasible.

We have complete training for your personnel; we put on

service schools on maintenance and usually we have vast resources at our Blue bird factory to draw from for parts and service availability and expertise.

So, in conclusion, if you're looking for long term economy, comfort, and beauty, we have the most to offer; we have new ideas and old-fashioned values, and our only limit is your imagination and creativity.

Ken McDowell- Thomas

I'd like to begin by expressing my appreciation to the fine State Library people for inviting Thomas to take part in this meeting. I think one of the best things I have seen out of the whole talks has been all of the competitors of manufacturers here today, because it's going to make us better, because we all know that everyone's building a good product.

To give you a little background information about Thomas, Thomas was founded in 1916 by a Mr. P.A. Thomas. We began by building streetcars; in fact, the famous streetcar named Desire was built by Thomas; there are still streetcars running today in New Orleans.

As streetcars were replaced by more modern means of transportation, Thomas turned to bus bodies as a natural transition from their streetcar operations. Thomas started on a small regional basis; we've now grown to be the world's second largest school bus manufacturer; many of you have probably noticed the little Thomas name plate on the back of a school bus when you're

held behind one and late getting to work in the mornings.

With our experience in body construction, bookmobiles were a natural for us. We manufactured and sold bookmobiles on a regional basis as early as 1956. Many Thomas bookmobiles can be found today in the Southeastern U.S. as a result of this regionalized sales effort.

As the demand for the school buses increased in the late 60's and early 70's, Thomas was almost totally consumed by the school bus market. As a result, our bookmobile production virtually ceased. Today, however, with the ease in school bus demand, we are again turning to other markets for our production capabilities. Bookmobiles are only a part of our growing commitment to the non school bus or commercial market.

Now today we are prepared to market mobile libraries nationwide in conjunction with our distributor organization. This network of Thomas body dealers insures our customers of excellent service after the sale. A benefit of the school bus heritage to libraries is the durability of our bodies. The same basic construction features of our school buses is incorporated into our bookmobiles. This quality equates with longer product life and that will be more value per dollar to you.

We manufacture several different bodies. They range from anywhere from 19 to 25 ft. in a little smaller type unit, and they can go from 19 up to 30 to 35 ft. units up to a conventional size, and then we have a transit unit which we build that runs from 31 to 40 ft., and the transit unit is a rear engine; we

call it a pusher.

We manufacture our own chassis for that unit; it has a Cummins or a Caterpillar engine, and it is diesel, and diesel only in that particular unit, but in the other units we do offer it in all the major brands of chassis manufacturers.

In looking at libraries all over the U.S., one of the biggest things that I probably see is specifications, the way people are trying to write their specifications. A bookmobile is not something you buy every year. When it comes time to buy a new bookmobile, the library people often borrow specs from another library that just bought a bookmobile, and they end up with something they don't need for their system.

Every library is different. I was mentioning to Don earlier, there's not a bookmobile that we ever build that's exactly the same as another bookmobile on the interior. Each library has its own needs, and these needs have to be taken into consideration; that's why we're very flexible in what we do as far as customizing that interior for you.

I am proud to say that all the interior work along with the body components that are made up are made at Thomas. We get just the flat sheets of metal in for that body; we do our own fabrication.

We're not a union company; we employ a little over a thousand people at our high point location, and the operation is run on an assembly line, and these guys are paid at a piece-rate, so much per bus, as it goes down that assembly line.

I do look forward to working with all of you. I don't have a demonstrator here, either, but I do have some literature, and I'm looking forward to answering some of the questions. Thank you.

## Bookmobile Programs that Have Worked--Utah

by Paul Buttars

(Director of Extension Services, Utah State Library)

The State Library in the state of Utah operates the bookmobile system for the whole state of Utah. We have service in 26 of the 29 counties in the state.

Wasatch county has one town in the whole county, Moab. See, we're talking a whole different ball game than you people who are here. That's where most of the western movies are made . . . in Moab, and there's a lot of beautiful scenery. Through LSCA funds we were able to build a library there. We're not in Wasatch county. Funds were cut, so we don't serve that county.

But we serve the rest of the state. If you'd like to pass a few of these handouts around, you can get an idea as I talk of what I'm saying.

Of the 29 counties, there are nine counties that have no library buildings. We give total library service to those nine counties; they have no library boards, they have nothing; they don't have a town large enough to have a library.

So what I do as the Extension Librarian is I sign a contract with each county; each county pays the state of Utah so much money to operate their library program. We charge so much an hour for the use of the bookmobile in that county. Now also, we've gone to the state, and the state gives us money to operate library systems in those counties.

So most counties pay 40% of the cost of the bookmobile, and the state picks up the rest of the cost, or about 60%. I have some copies here of how that formula runs; if you have questions on this, I can entertain those at a later time.

May I just pick a county to demonstrate a point. I'll choose the county of Tooele. There are nine counties that have one library in the whole county, and that is the county seat, and it's called Tooele City Library. Those people who live in Tooele City can use the library, no one else. So we take the rest of the county. So that accounts for 18 counties.

Each of our bookmobiles is operated like a library, and each one of these little circles on this chart has a bookmobile headquarters that stores about 30,000 books.

In the town of Grantsville City (in Tooele County), we have our bookmobile headquarters. It's in part of the city building, so in Grantsville we not only use it as a headquarters, but the people in that city can come in and use it as their library. So we don't make a prisoner of books.

Each one of these dots represents a headquarters where our bookmobiles operate out of. They don't come to Salt Lake. When our bookmobiles leave Salt Lake City, where they go is where they stay. The driver lives there; we have one staff person on the bookmobile.

We are totally different out here in Utah. The State Library wanted the counties to run their own systems. But one bookmobile will take three counties. There are not enough people

in each county to own a bookmobile itself, so they share them. We're on a two week schedule. We go to the same spot every two weeks all but on the Wasatch front. There we find we have more success if we go once a week, and we loan great numbers of books there.

Our bookmobiles last forever. When we purchase a bookmobile, that's the last time we will purchase a bookmobile. What I mean is it will last forever. When I was going to school, I drove an ice cream truck, and that truck kept breaking down on me. Finally the boss said we were going to get a new ice cream truck. So he laid me off for a while, and when I came back, what he had done was lifted the ice cream vehicle off the old truck and backed the new one in. So with that same method we will never have to purchase another bookmobile.

When I started 25 years ago, we had a company in Salt Lake City build us bookmobiles, and then we'd have trouble getting parts for these bookmobiles. The engine was no longer in use, etc. So I came up with the bright idea, since we were having trouble with that bookmobile, to make that into a fifth wheel. Now I have a few of these pictures if you'd like to see. Now this is what we're doing with our old bookmobiles.

We're taking the front end, and taking that off, back to the desk, and taking it down, and putting on a fifth wheel. We're putting it on a total air ride suspension thing. This is costing us $11,000. We're doing this right now. When I get back home, this will be built. It will be finished. We had the bookmobile

that cost us $8,000 for the whole thing in 1965. So it's 20 years old. For $11,000 this same bookmobile will have an air ride suspension.

We will have a diesel tractor that will pull that, and it will go back underneath the bookmobile, and we'll be able to operate the bookmobile from a tractor trailer. These large units we had built are 30 feet long.

We carry about half paperbacks, so we probably carry around 10,000 volumes on our bookmobiles. We stack our paperbacks on the shelf up and down like this. We've gone to paperbacks because our maintenance of books has gone up so much in expense, and it's a lot cheaper to use paperbacks.

When our tractor trailer system is completed, it will have cost about $35,000. It will be run by no generators. It will be run by three AD batteries. This is an all 12 volt system. It will run on propane heat. We have two air coolers on top that run off a 12 volt system. It will make these self-contained.

I've written the specs. So if any of you would like to look at this, you may. This is the design of our new bookmobile.

We run the total program ourselves; we have no down time, because we have a back-up unit. This back-up unit goes, if a truck breaks down, to any place in the state within six hours. For the most part I can be at most of our bookmobiles within three hours.

I have three supervisors who supervise these people because they're all state employees. We have one person on the book-

mobile, we have one clerk in the headquarters who manages the books, and we can be at a bookmobile that breaks down, by the next morning, loaded with books, and it's on its way. We bring that bookmobile in, and we get it serviced, because we're out in the "boonies," as you say, in a small town where they don't even have a garage. We bring them in to Salt Lake to get them fixed.

Also, when we get them painted, we have no down time, because our back-up unit's down there doing an excellent job, and this helps the morale, this helps us when I go to meet with the county commissioners; I have a few library boards that I meet with and this makes them happy, because we don't miss a stop.

If someone is sick, we have three supervisors. We call in sick leave. We take a state car, and we're right there, and those guys take the runs while they're ill, or their wife's having a baby, or they've gone out cougar hunting or whatever they do out west.

One thing we've found as we've traveled around is that bookmobiles stop too early in the day. Our bookmobiles start at 12:00 p.m. and go till 8:00 p.m. every night, not Saturdays or Sundays. They run four days one week and five days the next week. They have one day every other week to service the bookmobile.

On our bookmobiles we have all the same size tires. If someone needs a tire, we get it at a state price. We buy all of

our gasoline at a state roadshed, where we pay 90 cents a gallon for gas right now.

We're going into diesels. This will be our first diesel unit. We can buy diesel fuel for 75 cents a gallon. From Grantsville in Tooele County it's almost 100 miles, and we pass nothing but the salt flats before we loan one book. So if someone says they have a distance to travel, some of our bookmobiles travel 2,400 miles a month. The one down at San Juan county puts miles on his bookmobiles. He puts a lot of miles.

Everything that we do, we do through the state to cut costs, so our cost is down. Now, on our bookmobile we only have one person who has an MLS degree, but all the rest are school teachers who have either disliked school-teaching or for some reason left the profession. So the people who drive our bookmobiles have had four years or more of education.

We have a dress standard, so our bookmobile people look professional, and that means a lot. I got on the Salt Lake City bookmobile, and I would have been afraid to send my two grandkids on the bookmobile, the way they looked.

We try to be at a place at the right time of day. In Utah more mothers stay home per capita than any place in the United States. I don't know why, maybe because of their moral upbringing. So we go into housing areas, we stop at church houses, we stop at post offices; we find out in the rural area that the post office is one of the most popular places on our beat, so we stop there.

We put our schedules in stores, and we advertise; everybody in our state knows what a bookmobile is; each morning, in Tooele County, a schedule is read on the radio station where that bookmobile will be. They have a Tooele County newspaper that goes just to Tooele County. Our bookmobile librarian has an article in there about a book that he has got that month.

Our bookmobile librarian buys most of the books. He does this on his own and plays a great part. We treat him as a professional. He runs the whole show; he's the librarian, the mechanic, the custodian, and he does the whole thing.

On our bookmobiles, when we're out in the boonies and a person comes on our bookmobile to check out a book, he just has to have a name. Because in some places, everybody knows who "Tom" is. If we get into a larger town, he has to have a first and last name. And if we get into a larger town still, he has to have a first and last name and a telephone number, although there are places we go to that have no telephones.

We send out an overdue card, a post card, with the information that reminds the patron to return the book, and we don't have any trouble. If we get some person that has more than 15 books out, then we send them a letter form.

We have interlibrary loan on the bookmobile. When our bookmobile pulls into a town, patrons have access to every book that's in the state of Utah. They come on and fill out an application that's called an interlibrary form. They fill out that card and the next day, our clerk calls it in to our refer-

ence department. If we can't fill it within our 30,000 volume collection where we are, we phone it in to our collection at the state library; if we can't fill it; then we're hooked with all the colleges in the state of Utah, and we can get them any book that's written, and it's mailed right to the patron and he mails it back. So we give total service. Our interlibrary loan is second to none. We go all out for our patrons; we try to fill every request.

On book selection, we have a great phone system. We have an in-watts. Our clerks can call us, our patrons can call us; it's an 800 number; they can call the State Library and ask us questions. We try to get them to come through the bookmobile.

We get people involved in the bookmobile. At each stop we have a volunteer helper who comes on who knows everyone. We get them involved; they come on and help us with overdue books, and believe me they fight for that position, because it makes them very popular in town. They don't help us get the books back, but they can go through our card file, and they can look the people up and remind them.

Everybody knows what our bookmobile is. They know that we've got both adult and children's books on there, and they know that we can get them any book that's available. We've made the bookmobile program known. The patrons know what it is; it's not a kids program; it's for adults and children, and we carry half and half, the books the people like to read. And the system has been successful here in Utah.

Bookmobile Programs That Have Worked--Florida

by Carol Hole

(Santa Fe Regional Library, Gainesville)

I've been asked to tell you what I know about producing quality bookmobile service. Please bear in mind that I'm a working librarian. What I have to say is what I found out the hard way, by stumbling around and making mistakes. I am not a world-class expert--unless you accept the definition of an expert as "a person who's fifty miles from home." In that case, I'm definitely an expert.

My ideas are strictly practical, in the sense that they work for me. Please remember that they may, or may not, work in your circumstances.

On the other hand, don't assume they won't work, either. I once worked for a man who responded to every new idea with, "We tried that in 1950. It doesn't work." Things had changed, but his mind hadn't.

I fall into that trap, too. Five years ago, I put my staff on a schedule of four ten-hour days a week. It saved lots of money. This year, my boss suggested we might do better on five eight-hour days, but did I want to consider that? Hah! The 4/10 week was my personal innovation. She had to drag me kicking and screaming even to look at the alternative that just because it saved money five years ago, didn't mean it still did.

The moral of that is: no matter how "obvious" it seems

that your way of doing things was handed down by God on Mount Sinai, make sure you're right by testing it against other ways. Because if there's one thing that is essential to good outreach service, it's change.

If your service hasn't changed much in five years, the odds are 100 to 1 that you're doing something that's outmoded, inefficient, or no longer fits the needs of your community.

WHAT IS QUALITY SERVICE?

My library has had four directors in six years. I asked each new director, "Should I go for maximum circulation, or serve those who need us the most?"

Every one of them said, "Maximum circulation!" But then they added, "Ah...but..be sure to serve those who need us, too."

I thought they were copping out, but now I see they were right. The most responsible way to use the taxpayer's dollar is to go for big circulation. Your friendly, local government officials (who love you so dearly) are less likely to see your bookmobile as a "frill" and cut it out of the budget.

Then you can also serve the needy people. You just put their stop on the same day you go to a popular stop nearby, and say, "Really, it's costing us almost nothing to serve them, since we had to go right past there anyway." Sneakiness pays off.

This worked so well for me that after several years of threatening to cut the bookmobiles, my County Commissioners

gave up. They couldn't handle the letters and phone calls. Being popular is your best guarantee that you'll still be there to serve the needy.

I'm sorry to tell you that this means that your key to good bookmobile service is cost per circulation. That doesn't sound as inspiring as taking culture to the country, but it's vital. Because, if your cost per circulation is much higher than the Main Library's, you're going to have a hard time justifying keeping that bookmobile on the road.

So how can you lower costs, and still give terrific service?

LOWERING COSTS

1. Look at where you stop. Even a small bookmobile eats dollars, so it makes no sense to send your bookmobile to nursing homes or the homebound: those people can't get up the bookmobile steps. If you use a regular van with a wheelchair ramp in the back, you can wheel a booktruck right to their bedside if necessary, and it only takes one person to do it.

   Same goes at jails, unless all inmates can come out to the bookmobile. And they hardly ever can.

   For the same reason, I'm horrified at the number of bookmobiles that go house-to-house, or stop for one or two families. That's a shameful waste of taxpayers' money.

   When I did a workshop for the bookmobile librarians in South Carolina, one guy came up afterward and said,

"It's okay for my bookmobile to go house-to-house, because we get our gas free."

"How the heck do you manage that?" I said.

"Oh, we get it from the County garage."

Who did he think was paying for that gas--the tooth fairy?

It's irresponsible to ignore costs that don't come out of the library budget. Nothing's free if the taxpayer is paying for it, and house-to-house service is very, very expensive.

We've known for years that if you build a new library, your circulation will always double, but only if you build it on a main street. The same goes for bookmobile stops: they won't attract circulation if they aren't visible. Painting them white helps, but it's amazing how people can fail to see a 30-foot bookmobile parked in plain sight.

Put your bookmobile stop on a main road, someplace where people have to go anyway: grocery stores and post offices are good. Please! Not inside a trailer park or housing project. Only the people who live there will use it. Pick a central spot.

I can hear some of you thinking, "If we do that, the kids won't be able to get there." Right. That's because you're going out between 3 and 5 in the afternoon. Naturally the kids can't get there. Mom isn't home from

work yet, and they're not allowed to ride their bikes on the highway.

So, you go after 5 o'clock when Mom can drive the kids to the bookmobile. That way, Mom gets to check out books, too.

Nobody likes working evenings. But, if you don't, you might as well scratch your bookmobile, because (let's face it) in modern America, parents work. You can find a few places where people are home before 5, but not many.

When I took my bookmobiles off an 8 to 5 house-to-house schedule and started going to many fewer, longer stops, circulation went from 25,000 to over 120,000 a year. The way we used to hop around like grasshoppers, you could be in the bathroom and miss the bookmobile. Now, we stay put long enough for people to find us.

2. Hookups. A great way to lower costs. You can put a mobile home hookup on a pole for $150 to $200. At mobile home parks, they cost nothing: you just borrow one of theirs.

Most rural towns will gladly pay for a hookup to ensure that bookmobile service keeps coming. Get your Friends to pay for some, or budget a few each year, but get them. They'll pay for themselves the first year, because you won't have to run your generator. Fewer trips to the gas pump, no cloud of stinking exhaust, and no noise. You won't believe the difference in staff morale

until you've worked on a bookmobile where you can actually hear youself think.

We figure hookups save us $5,000 to $10,000 a year in gas, plus lower maintenance bills.

3. Scheduling. There are a million ways to schedule bookmobiles: experiment and see what works for you. Four ten-hour days allow longer routes and evening stops, plus maintenance days. Weekly stops are easier for patrons to remember. If you stagger shifts, one group can take the bookmobile out; later, group two drives out in a car and takes over. This gets more mileage out of your bus. Some libraries leave the bookmobile out overnight, while the staff goes home by car. Next day they return and drive a couple of miles to the next stop. It saves a lot of gas. You can even leave the bookmobile in one spot all day or all week.

My bookmobiles are on a "fifth day" schedule. Stops may be on first and third Mondays, second and fourth Tuesdays, and so forth. So, if there's a fifth Monday (or whatever) in the month, there is no run scheduled for that day. We can catch up on in-house work, take vacations, and schedule maintenance. When I told another librarian this recently, she said, "Don't tell me you're still on that old fifth day schedule!" as if we were desperately old-fashioned.

The fact is very little in libraries is really new.

Everything has been tried by somebody, someplace. She thought fifth days were old hat, just because her library had dropped them for something else. Fine. The question is, what works for you?

4. Schedule for the convenience of the public, not the staff. Yes, Virginia, that means evenings and weekends.
5. Don't change your schedule very often, once you get one that works. Give word of mouth a chance. It takes at least one year, and maybe five years, to build a stop to maximum potential.
6. Make routes economical. At some libraries, the bookmobiles drive all the way back to the main library for lunch. That's a no-no. Schedule so you hit A on the way to B, and C on the way home.
7. Stop charging fines. They cost more to collect than you make. And fines prevent more people from returning books than they encourage. They're bad public relations, too.
8. Load efficiently. Build a loading dock or extension if you must, but get some way to wheel a booktruck directly onto your bookmobile so you can speed up loading and rotating the collection.
9. Get an easy-to-clear circulation system like Recordak or any system where you just take out the T-slip and the book is ready to check out again. Don't waste hours recarding books.
10. Don't over-specialize service. When I go on a bookmobile

and the aisle is full of bags and boxes, I know what they are: Mrs. Jones's romances, Mr. Smith's westerns, and so on. You know how it is; you get in the habit of bringing extra goodies for your best customers. Don't. You can't afford the time. Specialized service rewards the staff, because Mrs. Jones is so grateful. But, it's unfair to other patrons. Let Mrs. Jones get her books off the shelf like everybody else. Tell her your mean old library director won't let you give some people special service. Having to take the heat is why library directors get paid such fantastic salaries.

11. Get on the same circulation system as Main. It's amazing how this improves communication with the main library staff. Get them to do your overdues; it's much cheaper to centralize the process.

12. Use the fewest possible staff: usually two, except on very small bookmobiles. Be careful, though. A single person may not be safe in some places or in emergencies, and it may create substitution problems.

13. Train all staff to think about cost cutting. They'll have better ideas than you do, because they know their jobs better.

14. Use the smallest possible vehicle. Don't send a 30-foot bus to a five-patron stop. In fact, you shouldn't send a 30-foot bus anywhere unless you have a really busy stop. We have one that circulates 1,000 books each time, so we

need a big bus. But, a step van with one staff member can handle up to 50 books an hour.

IMPROVING SERVICE

Okay, so you've used these and any other ideas you could locate to cut costs. Now, how do you keep service so good people will beat on your doors?

1. Motivate staff. The main duty of a manager is to appreciate the staff. They're doing the work. You can't do it for them. All you can do is make sure they know that you, personally, appreciate it.

   If you go home and hand my list of so-called improvements to your staff with instructions to implement them, you'll create bad service. Why? Because you're implying that they're doing a lousy job now; whereas, they, like everybody else in the world, are already doing the best they can. If they aren't, they don't have a problem; you do. Because, unless people have been made to feel bad about themselves, they will always do a good job. Always. Ask any psychologist.

   Better yet, read In Search of Excellence. If you apply the principles in that book, I guarantee your service will improve.

   I repeat, a boss's main duty is to appreciate the staff. Encourage and reward innovation and experimentation. If an experiment fails, you've gained priceless knowledge of what doesn't work. Tell your staff they're

great. Notice anything they do well and praise it; they will surprise you.

2. Subscribe to **Mobile Ideas** and contribute to it. It's the only outreach journal we've got. For heaven's sake, encourage it! Do you want to spend the rest of your life reading articles about computers?
3. Talk to other Outreachers. Take a phone survey around your state and find out what others are trying. It might work for you.
4. Do "Management By Walking Around". There's an old saying that the best fertilizer for land is the owner's foot. None of us wants to hear that. We're so behind in office work that we don't want to "waste time" visiting bookmobile stops. 'Fess up--How many of you are library directors? And how many have visited a bookmobile stop in the last three months?

You've got to go out! And when you go, no matter what idiotic thing they're doing, don't criticize. Let them tell you what the problems are. They'll be so glad you're interested you won't be able to shut them up. And next time you make a suggestion they'll accept it, because you'll understand the system and your suggestion will be workable and will solve a problem they pointed out.

The best thing I've done for staff morale in a year happened because two of my staff were up for job reclassification and pay raises. At four o'clock one day I got

word the raises were approved. My desk was piled high, but I jumped in the car and drove to two bookmobile stops to tell the staff involved.

So they got the word three hours before they'd have gotten it anyway. Big deal. Why did I bother? Because they also got the message that I cared. They've been busting a gut to prove they deserve that raise ever since.

5. Get rid of your separate bookmobile collection. Give the main library staff whatever bribes and guarantees you must, but work out a system that allows you to pull books from Main shelves and load them on the bookmobile without having to check them out of Main. It can be done. With a computer, it's easy. Without one, you have to work out a system for catching reserves on the bookmobiles. At my library, the bookmobiles are searched for reserves daily.

Do it however you can, but do it! If you don't, bookmobile patrons are second-class citizens who get the same books over and over. They deserve the same service as all other patrons.

6. Work your tail off to make sure people get the books they want. That's the one area where any amount of time and money is worth investing. My library has a really amazing tradition of practically killing themselves to get what the patron wants. Start a tradition like that at your library.

7. Understand your community. Consult city/county planning

departments, the regional planning council, the health planning council, and (above all) the school system. If you don't understand zoning and school bus schedules, you can forget after-school stops. Schedule evening and weekend stops for heavy use areas.

8. Carry what people really want. In every library there are two groups: the elitists (or snobs) and the democrats (or slobs). I am a slob. I have a staff member who is sure that someday a person will come on his bookmobile panting to read Paradise Lost. It ain't gonna happen.

   On a small bookmobile, there's no excuse for carrying anything that's not in real demand. Don't be a snob. No matter how much you think people ought to want to read the classics, they won't. And it's not our job to censor patrons' reading. If they want Harlequin romances and Michael Jackson books, that's what you should carry.

9. Publicize. This is hard. You must have printed schedules and distribute them all over the place--not just in the library. If a local station will broadcast schedules, great, but you need printed ones, too. Use the newspaper, posters near stops, and permanent "Bookmobile Stop" signs. (Get them made by your road department; they're very cheap.)

   When you've done all that, the best publicity is still word of mouth.

   Next best is direct mail. Get your Friends to mail a

flyer to routes near slow stops, using their bulk mailing permit. For $50 you can cover two rural routes. Even your Friends can afford that. And it gets unbelievable results.

## CONCLUSION

In conclusion I want to say that I think Outreach people are great! They are the most resourceful, creative, enthusiastic, ornery bunch of mavericks in libraries. They can keep a mob of screaming kids under control, cope with a breakdown in the pouring rain, and know the location of every public bathroom in the county.

There are no people like Outreach people, and I'm honored to have been asked to speak to you today. Keep on truckin'.

Bookmobile Programs That Have Worked--North Carolina

by Anne Sanders

(Director, East Albemarle Regional Library,
Elizabeth City)

The East Albemarle Regional Library is a four-county library system located in the northeastern corner of North Carolina. The region stretches from Pasquotank County to the village of Hatteras. The land area is 1,104 square miles with a population of 60,761. A large portion of the region consists of water in the form of rivers and sounds, while the Atlantic Ocean borders the region on the east. The largest town in the region is Elizabeth City with a population of 13,000. Two of the counties in the region have no incorporated towns. Dare County's population multiplies during the summer months with two to three million tourists who flock to the beaches. The largest employer in the area is the U. S. Coast Guard with a facility in Elizabeth City. The region is largely rural, which accounts for the fact that hundreds of its residents commute daily to Virginia to work at the Ford plant and the shipyards. There are four libraries in the region: the Pasquotank-Camden Library in Elizabeth City which serves as the headquarters for the region, the Currituck County Library, the Dare County Library, and its branch, the Hatteras Library. Camden County does not have a library, but the county helps to support the library in Elizabeth City.

Three bookmobiles serve the region. The primary service

of the bookmobiles is the provision of books, although all of the services of the library are available upon request. The bookmobiles serve individuals who are homebound, communities, schools, day care centers, a Coast Guard station, nursing homes, retirement homes, and trailer parks. They also provide a monthly program for several nutrition sites for Senior Citizens which are located throughout the region. Most of the stops are served twice a month. Because of the geography of the region, the bookmobile is the only access to books for the geographically isolated. The people who live on the Outer Banks of Currituck and Dare Counties have to travel 123 to 130 miles respectively to get to the county library. One bookmobile stop can only be reached by going into Virginia and back down into North Carolina, and another stop is located on Knotts Island which can only be reached by ferry, unless one takes the land route requiring another trip into Virginia. Book return units are situated throughout Currituck and Dare Counties, and provide a valuable service to those persons who miss the bookmobile or who cannot get to the library when the books are due. If requested, materials are mailed directly from the library to bookmobile patrons.

I would like now to tell you briefly about the history and development of our bookmobile service as I have seen it progress in the past fifteen years. When I first came to the region in 1970, one bookmobile served all four counties. The first thing I set about to do was to replace the drab rebound volumes that made

up most of the collection with some attractive popular books. Paperbacks were purchased to provide current titles. The second move I made was to set up a locater file, since the collection consisted of books from each county which were checked out throughout the region. In order to locate a book presumed to be on the bookmobile, three different card files had to be searched--no easy matter since the files were in separate counties. The locater file was set up showing which books were on the bookmobile from each library. At the time, I was the most unpopular person in town for requiring this file to be set up, but today the file is taken for granted and saves many steps.

My dream at that time was to have three separate vehicles. Not only were the book collection and circulation control problems, but the bookmobile was driven by three different county employees and had to be delivered to the next library after one library had completed its schedule. In 1975, my dream came true. The library received a three-year LSCA grant for Dare County which provided for a vehicle among other things. I purchased two Dodge Kary-vans at $7,000 each, had them customized locally, and we were in business. (The second van was purchased with funds from the vehicle replacement fund.) The bookmobilists were delighted until the yellow flies and inclement weather arrived. The vans were not ideal, but they were all we could afford at the time. Then the recession set in, along with the gas shortage, and I had to cut the schedule down to one trip a month. My total book budget for the region was $13,000 in 1981,

and my long-range plan for that year was difficult to write down since we were in such dire straits. Then the librarians rallied and began to lobby for increased library support. To make a long story short, the North Carolina General Assembly voted to appropriate an additional three million dollars in State Aid to Public Libraries for the biennium 1983/84. This considerable increase enabled me to plan for the purchase of three new bookmobiles guaranteed to be temperature-controlled all year. I estimated that it would take six years to complete this effort, but through two strokes of good luck, it will be realized in a matter of months. The Dare County Board of Commissioners appropriated $20,000 this FY toward the purchase of a new vehicle, while an LSCA grant and a local foundation grant will enable Pasquotank-Camden to buy a bookmobile this year. It has taken us a long time to rebuild the bookmobile program after the lean years, and we are still in the process.

The three bookmobilists are not professional librarians, although one is a college graduate with a degree in English. They have been trained to serve the people, and they have placed a high value on their service. It took a while to dispel the feeling that they were second-rate citizens, and I did this by working with them, going on their trips, providing them with materials and supplies, and promoting the bookmobile services.

For three years, I had a professional extension librarian who supervised the program closely. When State Aid was frozen, I

could not replace her, so I had to devise some alternative methods of supervision and communication. I require monthly reports in addition to a log which is kept on the vehicle. My main reason for this is to always have current statistics on hand, besides keeping abreast of maintenance. I am responsible for three bookmobiles and a station wagon, and I insist on accurate and daily recording of supplies used and maintenance service rendered.

The regional office provides assistance in preparing schedules, handbooks, and promotional items. Schedules are sent to the local newspapers and radio stations regularly. For a number of years, I provided posters to each bookmobilist to be used for a display of books on a current issue. Gradually, they took on the responsibility themselves, and they do their own decorating and personalizing now.

The books for the bookmobile are taken directly from the library collection and are marked in pencil inside the back cover with the dates they were put on and taken off. Special requests for current titles are mailed as soon as possible so that the books will not sit on the shelf until the next trip.

I hold regular meetings with the bookmobilists to hear their concerns and gather information. All memos are routed to them, and they are encouraged to attend meetings and workshops.

They report to me monthly on a form of my own design, and I have found these reports useful for a number of purposes.

We also use a number of volunteers to assist the bookmobilist in Currituck County on her Knotts Island trip and the Corolla trip on the Outer Banks. Either I, or another regional staff member, go with her occasionally.

The bookmobile program is funded primarily through State Funds. With the exception of the salaries, the region pays for all materials and maintenance. This year, I have budgeted LSCA money to be used for three book rental plans for the bookmobiles which will provide the much-needed current titles. We also plan to increase the number of stops and make more frequent visits.

However, the three new vehicles and the additional books will not guarantee us that our program will be successful. This brings me to the subject that I was originally asked to address: what constitutes good bookmobile service? Good bookmobile service meets the needs of those people who depend upon it for their library materials and information. That sounds bland and general. However, obtaining that goal is not a simple process. First of all, you need to know who you are serving, and one way you can do this is through a community analysis. When State Librarian David McKay required every library in the state to submit a community analysis in 1977 or else forfeit all State Aid, I didn't consider him humane. However, my entire staff pitched in, and we had the completed document in seven months. Today I am glad that I have this document to use, and glad that I know more about the region and

its library users. In researching data for my community analysis, I learned that 66% of the people of Camden County who are employed work outside the county. I also learned that very few young housewives use the bookmobiles now. These two facts tell me that we need to find out if these people are being served, and if not, how we can serve them. We do not go out on weekends and evenings, but we are considering these options. In addition, Currituck County is the fastest growing county in North Carolina. Once purely rural, the county is fast becoming a retirement site for people from metropolitan areas who are accustomed to well-stocked libraries. We find that these people often use the bookmobile as well as the other libraries in the region in order to satisfy their interests.

Secondly, you need a plan, at least a five-year one, to be done annually. You never know when you will receive three million dollars in additional funds. Believe me, it takes careful planning to spend an unexpected windfall. A long-range plan is also a useful vehicle for seeing where you've been and measuring progress. Writing one requires a great deal of foresight and planning, and I am glad that it is a requirement of the North Carolina Department of Cultural Resources.

Frequent surveys are necessary if you intend to meet the needs of your patrons. Surveys also provide testimony to the benefits of bookmobile service. In my region, there are several areas where professional and highly-literate people have

retired. They would find no use for a bookmobile which did not bring their requested materials. It is not wise to assume the needs of library patrons, for if you do, you will not obtain new ones.

If you can afford one, I highly recommend a professional librarian to co-ordinate and supervise bookmobile service. They can facilitate the promotional efforts, as well as help with scheduling and problem areas.

Finally, it is important to learn about bookmobile service in other areas. Bookmobile conferences are not frequent in North Carolina, so if I think we need one, I arrange a regional one. I find that providing an opportunity for bookmobilists to talk to one another is practical and rewarding.

And now, I have come to the perennial question: is bookmobile service necessary? Like many of you, I have had to justify bookmobile service to many trustees, lay people legislators, and grantors. I answer them with facts gathered from my surveys and statistics. One fact that quickly ends the conversation is that Rules and Regulations for the Allocation of State Aid to Public Libraries in North Carolina require that all systems provide bookmobile service or an alternative such as books-by-mail. Everyone understands an answer with the word "money" in it. However, I don't like to use that as a justification. I point out that the percentage of the total library budget expended for bookmobile service is only 7%, that we do not have the space nor staff to set up a post office, and that we

cannot afford a branch library. Then I go on to tell them about the survey which revealed that the patrons in our regior do not want a books-by-mail program. Why? Primarily, because they would not have the personal contact with the bookmobilists, nor have the opportunity to browse. I also tell them about the homebound patrons who rely on the bookmobilists to bring their large print books. I have long since quit trying to answer the question, "How much does it cost to circulate a book on the bookmobile?", because in my estimation, you cannot accurately determine this. Besides, the patron has already contributed tax money for library service. Furthermore, I respond with, "How much does it cost to circulate a book in the library?" To me, both questions are irrelevant, because the return on the lending of one book which enriches someone's life, instructs them, or makes a child a library user, is significant. No other service offered in this country offers so much for so little money.

# Program Planning and Analysis

By John R. Kues

(Research Associate, University of Cincinnati)

Let me begin by telling you a little bit about my background. My background is in social psychology. I'm a faculty member in the department of family medicine at the University of Cincinnati Medical Center. My primary responsibilities there are as a researcher and as a teacher of medical students.

But I've spent a fair amount of time over the last five or six years at the university, evaluating the entire medical curriculum, as well as some changes in various medical treatments. I've also taught evaluation courses and conducted evaluation seminars.

I'll give you a list of the goals and objectives for this morning's program, so you'll know what to expect. I'm going to cover three main areas. First, I'm going to talk a little about evaluation in general and different patterns or models that are used for evaluation. Then I'm going to discuss some of the concepts related to effective monitoring of ongoing programs, and then I'm going to talk about using the evaluation information to plan the future of your programs.

To begin with there are two different models of evaluation. One parallels the sections in grant applications. It assesses a need, states the problem, describes how bad the problem is, etc. Then it states goals and objectives, possible solutions to the

problem, and includes a section of data or measurement, and finally an evaluation section in which it determines whether the program is working in general and how much funding should be required for the next year.

Another model focuses on change. For example, if you didn't have bookmobile service, and you wanted to implement it, this would be a change you were striving for, and your evaluation would then focus on the resulting changes and what they accomplished.

For this type of evaluation, you count things such as patron counts, book counts, how many items were checked out, how many people went through your bookmobiles, etc. Your focus will be on these numbers which represent changes that were brought about when the bookmobile came into being. And this type of evaluation might be useful in helping you get a short term grant for your program.

Let me point out that measuring changes per se might not always be appropriate for evaluation. In the initial establishment of a bookmobile program, it is important to measure changes that occur during the initial years.

Keeping track of ratios of the number of books checked out per number of miles driven might be important, as these other statistics are. But after a while, after the bookmobile has been in operation for many years . . . 10, 20, 30, 40, 50, years, for example, the changes measured by these figures might not be as significant a factor to consider for evaluation.

If the bookmobile program is already in effect, your goals may have become maintenance type goals; for example, you will try to continue serving the same number of people each year. Showing changes in these situations are very difficult, because some of the figures may stabilize in a long term program. This is one example of a situation where measuring changes may not be an appropriate type of evaluation.

Perhaps the goals of your bookmobile might be such that you can not adequately evaluate them by measuring change. For example, you might have a long term goal of reducing illiteracy or providing some type of change in your community. The achievement of these goals is going to be hard to measure from year to year.

Often when evaluating short term programs, you assume that the environment is going to stay pretty much the same. So if your program seems to have an effect, if a change occurs, you assume the program had something to do with it. However, this is not always in reality the case.

One problem with many long term programs is that they do not adapt well to changes in the environment. They become fixed, with fixed goals and objectives not appropriate to the changes that have occurred in the environment.

For example, you might have a bookmobile serving a fixed route, which has only three houses on it. Maybe at one time those three houses were the only three houses in that whole section of the county, and then it made a lot of sense to service

that area. But maybe now the county's changed, and there's a new development elsewhere that the bookmobile is neglecting in order to service these three houses.

When considering an evaluation, therefore, it is important to keep in mind that simply measuring changes in the figures that comprise your objectives may not be enough. You may have to try to assess the environment itself and the impact it will have on the dynamism of your program.

Now I would like to talk a little about monitoring ongoing programs. Properly monitoring programs will give you useful information for both evaluating your program and planning for the future. There are two primary thrusts that I want to deal with here: monitoring the service population and monitoring the program implementation.

Most of you have some type of written policy statement of goals and objectives that states something to the effect that you are responsible for meeting all the informational needs of all the people in the area that you serve. So there's a theoretical population that you deal with, and it includes everyone in your area.

However, in a good year most of you may be servicing 30, 35, or 40 % of that group, I suppose. For those of you who are doing better, that's wonderful, but certainly you aren't servicing everyone out there in your area. It may be stated on paper that you have a responsibility to serve everyone, but realistically speaking, you know that you aren't.

Most of your monitoring is probably on the group of people that you actually serve. You know a lot about them, what books they take out, when they take them out, and how many overdue books they have out, etc.

So you must realize that there are actually two groups of people we're talking about when it comes to monitoring, those who use your bookmobile and those who don't. And you'll find out that you can't possibly serve everyone, even though it may be part of your policy statement that you do.

So you will have to make a decision about who you are going to serve, what group of people. In order to make this decision you will have to monitor your users and nonusers, too. Find out who your users are and what group of the population constitutes the nonusers.

Are your bookmobiles serving schools, colleges, institutions, or are they serving primarily rural areas? This is an important issue to settle concerning your program . . . who are you going to attempt to serve?

Once you've decided who you are going to attempt to serve, there are two specific features of your program you should monitor: the needs of your users and the composition of the service area you're dealing with.

The service area could be changing in terms of population concentration, make-up, etc. Understanding the needs of your users and really knowing the structure of the community you serve are important factors to consider for future planning.

The second main thrust I want to deal with regarding the monitoring process is monitoring the implementation of the program. Programs change over time, and as a lot of unplanned changes occur, the program may take on a life of its own. This is why it is important to try to observe what's happening internally within the program.

Is the bookmobile program the same? There may be changes in the delivery of the service, how it's delivered, who's doing it, what they're doing, etc. Things you may not consider would have much of an effect on your program may actually be having a dramatic effect. But most people don't monitor programs to look for these changes; they may just assume that a bookmobile program is a bookmobile program.

Monitoring the implementation of the program, keeping track of changes in the program, and attempting to maintain a consistency commensurate with long range goals are all important in terms of evaluation and future planning.

Now I would like to touch on future planning of the bookmobile program. Unless you plan ahead, your program could become stagnant over a long term period. Maybe the population has grown by 50%, but you're still driving the same roads at the same times; you may still have the same truck and the same driver. The needs of the people you're serving may have changed dramatically, while the program may have maintained itself pretty much as it has been for the last 50 years. This is one reason bookmobiles fail. But if you plan for the future, you can avoid

this trap. One important aspect of planning is to take into account the changing needs of the population and the changing techniques of satisfying these needs.

It will be important to try to incorporate modern technology into your program. How many of you have thought of having microcomputers on your bookmobile? If 20 or 30 years from now you're still running a bookmobile program, and you do not have computers on your bookmobile, you will probably see a tremendous drop in the use of the bookmobile, as well as a change in the population that uses it. It will become an increasingly aging population that has not grown up with computers.

How many of you have audiovisual equipment circulating with your bookmobiles? How many of you had audiovisual equipment circulating with your bookmobiles 15 years ago? These are a few examples of things that programs have got to do when planning for the future. If you fail to make these changes, if you fail to see the changing needs of the population, you're going to find that the program is no longer effective.

The purpose of conducting the monitoring which I've described above is to be able to use the data you collect to plan for the future. Planning, implementing programs, monitoring them, and evaluating them are all important processes. None of these processes exists in a vacuum, however. All work together integrally to establish effective bookmobile service that accommodates the changing needs of a changing society.

## Are There Alternatives to Bookmobiles?...Mail Delivery

By Benita Davis

(Special Services Coordinator, Maine State Library)

I'll first tell you a little about myself, so you'll know where I'm coming from in relation to what I'm doing now. I've been in library service for 32 years; 26 of them were spent in a public library in Maine. It's one of the largest libraries, and it served the northern part of the state; we served about 320,000 people. We had great resources, so we were able to go out into many of the communities and reach many of the unserved from this library.

I've been with the state for about five years; I was hired as the bookmobile coordinator. In the state we had eight bookmobiles, so this was sort of a challenge to me. I thought, this was going to be great. Little did I know that it was going to change.

Before I tell you the occurrences that happened, I'll tell you a little bit about the state. The state of Maine has a population of approximately one million people. While the population distribution is quite evenly spread over the state, the nature of the geographic surroundings encompassing the population prohibits an even distribution of land area.

The state is a blend of towns and cities, situated close together while at the same time a large portion of the area is sparsely settled. The towns and cities in the southern portion

of the state are close in proximity. Towards the center of the state, the towns and cities still remain fairly close. As you move into the north area of the state, the towns are more often than not quite far apart, and approximately two thirds of the state is considered a rural area.

But according to Bernard Vavrek's qualifications, I think probably around 90% of the state would be rural; he said any city that was over 25,000 was considered metropolitan. We may have three, four, or five cities in the state that are over that, the rest are under.

For 27 years it was a part of the rural area that the main state library focused on with its eight bookmobiles, and even though there are 217 public libraries in the state, and there was an excellent regional library system, which forms a network between these libraries, there was still 20% of the population which had no library service at all, or very limited. Like many of your libraries, the library may have been open two or three or four hours a week and that was it.

The goal of the bookmobile service was to bring a library service to those rural areas in Maine, where such a system was nonexistent. The state library came to the realization that the cost of providing a bookmobile system for the unserved population of the state had grown prohibitively and was beginning to reach an exorbitant cost.

In 1978 the state had seven bookmobiles in operation on the road, and one stationary office which offered service in the area

that had previously been served by the eighth bookmobile, until it broke down. A books-by-mail had been set up; deposit collections were delivered by a small van to the communities that had nursing homes or schools, and people could call in orders by telephone.

Then in September of 1980 one of the bookmobile librarians and a bookmobile driver from the same office both retired. The state library made the decision to close this office down and not fill the vacancies, take these people that were served and try to serve them with the bookmobile offices that were closest to this area.

This decision fit in with the plans the state library had been working on for phasing out two or three of the existing offices over a projective length of time. Any plans of the state library for the bookmobiles were negated when in January of 1981 the governor in his budget message surprised everyone, when he announced his proposed elimination of the total statewide bookmobile program and the implementation of an alternative system.

This was after I was only four months on the job. The reasoning behind such a drastic move by the governor was, in the words of our then commissioner of education: "Get the suffering over with at once, and pull all the teeth at once."

It was a very tense political situation for the library, for everyone concerned, and it continued to be so until the final vote was in by the legislature on June 30 of 1981. On that day

the state library by law phased out the old bookmobile program, and implemented the books-by-mail program.

Let me stop a minute and say that sounds great. You go from one program right to another. It doesn't work that way, folks. I projected that possibly by October 1, we might have everything in place. It didn't work that way. It wasn't until December that we got if off the ground.

From February 1981 until the middle of May 1981 when we knew that this was happening,and it was all a political fight and things were going on in the legislature, we had the state library busy doing our homework. We were planning, exploring, figuring, projecting, researching costs for some alternative delivery system.

I was very fortunate; two months after I came to work for the state, our business manager came, and he was really a rock to help me, because I had to figure a lot of the cost, and I had to do a lot of scrambling, and he was just a gem at it.

The existing bookmobile program was costing $800,000 a biennium. It employed 24 people in offices scattered around the state and was not being effective in reaching as far into the unserved areas as was desired. It had been stopping mostly at schools in the last couple years; that's where the bulk of the business was . . . in the school yards, and if the adults wanted to come, they could come.

Bookmobiles did not operate on weekends, and they were often off the roads weeks at a time due to mechanical problems or the

inclement weather. They had only been on the road one evening a week the last couple of years.

The final cost projected for a state-wide books by mail program was $334,000 per biennium. This was more than 50% less than what bookmobiles were costing the state library. Of this $334,000, $46,000 was earmarked per year for postage both ways and $20,000 was budgeted for books per year. Personnel costs were greatly reduced, as this program would only require six people to stock the service.

The areas which projected the biggest savings were: we'd go to a six member staff at a cost of $169,000 per biennium from a 21 member staff at a cost of $503,000 per biennium. It eliminated the renting of eight bookmobile offices around the state at a cost of $28,000 per year; it eliminated the cost of a new bookmobile every year, and as you know, a cost of a bookmobile is high; I think we were looking into buying a new bookmobile at $50,000. Another area of savings is our book collection, since we would be able to utilize the entire collection of bookmobile books in the new program.

Will it work once the process has begun? We felt the process would work. The secret to our success was in the immense effort put into the preplanning for the new delivery system; the phasing out of any established program, and the implementation of the new does have an impact on people.

It disrupts staff and it disrupts patrons. Staff because their jobs are being phased out, patrons because a service that

they'd had for so many years, a social event in the community, a touch and feel situation when they could communicate, that was being eliminated.

The physical move was gigantic in itself. I don't know how many of you know Maine at all; the distance from one end of the state would probably take you around twelve hours; approximately 180,000 books plus all kinds of furniture, shelving, equipment, had to be transported many miles to its new home in Augusta.

There was a disruption of service to the patrons, which was very much of a hardship, but it was unavoidable; throughout the move, there had to be a very positive supportive and understanding attitude exhibited at all times, even if I did have one of my bookmobile drivers calling me at least every other day saying "you lost me my job, they hired you to do this, you're nothing but a hatchet lady." That can be very depressing at times; he partially is now working in the books-by-mail program, so he made out all right.

Before the final closing down of the bookmobile offices, the librarians turned in a file for 2,200 registered borrowers. We took and sent letters to all these 2,200 patrons, asking them to indicate on the enclosed card if they were interested in using the new books-by-mail service.

About 1,842 or 84% indicated they were interested in using this new service, even though they didn't really want to; they wanted books and they'd use it.

The new books-by-mail service, finally after printing delays

of two months because of typesetting that was being done by printers, (their machine broke down), got off the ground on Dec. 4 of 1981 with the mailing of 1,842 catalogues listing 1,000 annotated titles. By the end of December we had 619 registered patrons and a circulation of 4,200 books for the month.

What makes a books-by-mail effective? We felt by establishing definite guidelines of what we wanted to do. We would serve people only who lived in towns with no library service or towns with libraries only open ten hours a week or less. This would reach 200,000 people in the state in towns with no library service, and another 100,000 people in towns where libraries were only open ten or less hours a week.

The total population number to be served by the new service we estimated would be about 300,000 people, or 30% of the state's population. We know that's not realistic, you're not going to have 300,000 people reading, because everyone doesn't read, there's a high rate of illiteracy, but we hope to get a lot of these into our new program.

We would offer the service to individuals only; we would serve no schools with direct service, and we would encourage the teachers to encourage their students to use our service. They could take the books into the schools, but we would do it directly on an individual basis, and we set up like a regular public library. You borrow the books for three weeks, you return them, you keep overdues, you do not have the service any longer.

We treated them just like a person who was coming into a

public library. A person who was eligible would have access any time of the day or night if they wished; there was an incoming watts line available from 7 a.m. to 5 p.m. every day, Monday through Friday, and the patron could request materials by writing on a request card anytime they wanted and mailing it to us for thirteen cents.

This program would be the only access point for 200,000 patrons to the interlibrary loan network in the state. And that to me is very important, because if you cut off access to materials, you're cutting off a lot; I don't look upon this service as just being recreational; I look at it as informational and educational, and we try to offer this through our service.

Some of these people had no access to a library. They don't have cars, they don't have electricity in some of these areas, but that doesn't mean they aren't educated, they aren't bright, and they don't want library services.

Most important we felt that we would be reaching the elderly, the working people, mothers that were at home with young children, students who had immediate needs and could call us on the watts line, or shut-ins, all parts of the population that were never served by the bookmobile.

It was our choice not to go with any of the pre-packaged mail book plans, but instead to utilize the old books from the bookmobile collection and purchase new books with our book budget. We felt strongly that this service should be of the finest quality we could offer. If we were taking away something,

we should give them something that was equal in return.

What we do have to offer is a core collection of tried and true titles, as well as new fiction, new non-fiction, current best sellers and juveniles. We add over 1,200 titles each year; we put 1,000 annotated titles in the file catalog and two or three hundred annotated titles in the spring supplement.

The existing six member staff does all the work for the program with the exception of the annotations, which are done by a staff member in the technical service section who enjoys doing it, so her supervisor lets her do it for us.

How has this service grown? Beyond our wildest dreams. Sometimes too much, we think. In the fall of 82, we thought we would publicize it. We had two public service announcements produced with a target date of February 83 for airing. PSAs were distributed to nine television stations and over 40 radio stations statewide.

I covered the state, taking them around, so that we could be sure the stations would play them for us. The response to the PSAs brought us more registrations than we could handle at the very moment. Over 1,500 readers were signed up in the next three months after the PSAs aired, and they still show those PSAs every now and then; they'll put them on one of the stations.

Word of mouth continues to be the leader in people learning about the service, as any library service. The readership has increased from 619 at the end of December 1981 to 11,165 at the end of May 1985. This 11,165 reader figure breaks down into

7,544 adults, and 3,621 juveniles who are presently using the service.

In the three and a half years we have been in operation we have always shown an increase in our statistics. An interesting observation is: of the 1,842 original bookmobile patrons, who said they wanted to use the new delivery service, 1,331 or 70% are using it. And every month we have a few more that sign up to use the service of our former bookmobile patrons.

What has the circulation been like? The volume of books circulated each year has shown an increase. Approximately 4,000 books per month were circulated the first seven months of operation. About 48,000 books were circulated from July 82 to June 83, 65,000 books were circulated from July 83 to June 84, and approximately 74,000 books will circulate from July 84 to the end of this month.

At this time let me give you a few facts you might want that have to do with cost or time spent on this program. The cost of producing the catalogs is varied. Why? We as a state agency have to go out to bid; we have no choice in that. We do the specs, we take it to the purchasing, and the girl that does the printing puts it up to bid. And the lowest bidder always gets the job. This is why the cost varies.

The 1,000 title catalog is 36 pages and is 8 1/2 by 11 inches. The 200 title catalog is 20 pages and 5 1/2 by 8 1/2 inches. There are different prices we pay for our fall catalog of 1,000 titles; we pay $3,400 for 8,000 copies. And in fall of

84 for 1,000 titles we paid $2,900 for 10,000 copies. In the spring of 84 we paid for 200 titles $1,800 for 10,000 copies. In the spring of 85 for 300 titles we paid $2,400 for 12,000 copies. So that's a cost we can't project; it bounces all over.

Cataloging: it takes approximately three minutes for my staff member to catalog a book. This includes doing a printout on OCLC, assigning a call number, processing, putting on a pocket label and cover. There are 1,200 titles plus per year cataloged and about 6,000 volumes added to the collection, so if you figure that by three, it's seven and a half weeks per year you spend on cataloging your collection.

As of April 1985 there are 5,044 titles in the collection, and 26,500 volumes in the collection.

The annotations: The average time spent on the annotations is about two hours per day. Even though this is not a daily occurrence, it is spread out to fit the demands of the catalog deadline, which we know we have to meet; there are periods when no annotating is being done.

Postage: As I told you, there's $46,000 alloted per year for that, postage paid both ways for the books by mail. We had asked in our original budget we presented to the legislators for $23,000 dollars. We had some legislators on there, they formed a sub-committee to explore it, they came up and said, " Well, if you're going to do that, let's give you $23,000 more and you pay postage both ways and we'll give you a Watts line." It really made a difference.

Our book budget is $20,000; If I'd known then what I know now, I would have asked for $40,000 for a budget for books, the way prices have gone up. We also use books from our former bookmobile collection; they had 180,000 books up there that sat on the shelves year after year and did not get used, old core collections that you all know in a public library you always have on the shelves and classics as standbys.

We do use paperbacks, but the majority of the collection is hardback; we try to use hardbacks if we can. Selection is done by the Librarian III, which is myself. I'd say I spend five % to do the selections of programs.

The catalogs: The annotations are rented on a TRS 80, and the print copies reduced before the librarian does the layout, the paste-up, and a camera-ready copy goes to the printer. We save money by putting it on a TRS 80, because then we don't have to have any typesetting down, the copy is good enough to use without having them do it.

What is the philosophy we have? We feel that the librarians are obligated to give quality service, no matter who or where the patrons are; we feel that the books by mail patrons deserve the same level of service as any other library user. They should not be treated as second class citizens just because they are not directly in front of us making their requests.

It is important we always try to give them the best we have to offer, and I feel that quality service is the best. Have we succeeded in our mission? Letters from our patrons have indicat-

ed a positive reaction, and we feel that this system suits our needs. I'm not telling you that you should go out and do this, but when we were forced to the decision, this system did fit our needs.

Where it's going to go, that remains to be seen. You all know that postage costs. We tried to get increased postage budget this year, because we used every single bit of our postage that was allocated this year. We were not successful in it. There is money there, but as you know, federal funds are in jeopardy.

We felt this system was better because bookmobiles were making rounds in Maine, and I listened to you over the last few days and heard some of you saying, well every two weeks we go out. Bookmobiles in Maine were not going out every two weeks, they were going out anywhere from six to eight weeks, before they'd come to a stop; that's not good service at all.

We do have overdues like every other library, but we feel that because it is a system and a service that people use and are grateful to have, our overdue loss is very small. It's less than one half of one percent.

We do have a reserve system. We did over 16,000 reserves last year, and we'll probably go well up to double that this year. We tell people, "You may have to wait a little bit," but they're willing to, because it will bring them the books they want. They waited on the bookmobiles, they're willing to wait this way.

I had these bookmarks made up right after the service started. It says what it is, who may use it, how one may sign up, how it works. We have teachers who have tried to use this service on a bulk loan, we catch them every time, because it's very obvious when you have about 30 books going out to one person, you look at their address. So what we do is we call them and we say what we'll do is send you some bookmarks to promote the service. So now in May and June we get all kind of calls from teachers. They're sending home report cards, so we put the bookmarks with the report cards, and it works.

We also put all the reading rainbow books in our collection; we put out a little brochure advertising that the books will be shown on tv, we list when they're going to be, and that they are available for borrowing, and that works.

We have not done as much as we want on programming, because it's kind of difficult, because we're growing so fast, and our staff has not grown. They are a terrific staff, and they really believe in us, so that helps. Are there any questions?

## Are There Alternatives to the Bookmobile?... Instant Libraries/Portable Structures

By Donna Calvert

(Consultant, West Virginia Library Commission)

I work for the West Virginia Library Commission and have for almost the past nine years. Fred Glazer is our state librarian, and as most of you have seen, at least in the publicity, he's a very fast-moving forward person, who has certainly brought libraries in West Virginia a long way.

I'll give you a little background information about West Virginia. It's a very rural state, a very mountainous state; that has been our problem: isolation, poor road systems, always the battle cry for the politicians, and we have a regional set-up that works for most of our libraries in the area.

I must admit my bias right now in being here; I feel like I'm home in a way. I worked on the West Virginia Library Commission bookmobile when I first took the job in Charleston, West Virginia. We had two 18 wheeler tractor trailer units that went from the state capital out to about 12 counties in rural West Virginia.

These units were huge; I did not drive them myself; we had to have professional truck drivers. Here's a picture of one of our old units when it was brand new. The Gerstenslager gentleman said that at the time it was done in 1960, it was the biggest on the road. It always amazed me that we had the biggest on the road on the worst, narrowest roads in the entire world.

And I did not even ride in this unit; my job, part of it, was to travel in a van behind it or in front of it, loaded with books to replenish it at stops, and this only went back into the capital once a month. This was not my regular unit; my unit was Read-arama.

These units would go out six days a week, sometimes seven days a week; sometimes we moved them on the seventh day. We stayed in motels; I personally would leave Monday morning and get back Thursday night about 11:00 p.m. exhausted, and loved every minute of it.

I worked on it six months. My job when I first took it was to slowly phase out the bookmobile over two years. It didn't quite happen that way; we phased it out in six months over a one week period.

This unit at Christmas time came off the road when the trolley roof absolutely disintegrated. It had been on the road sixteen years over the mountain roads of West Virginia, and that is jarring, the pot holes, the curves. My unit, going through Boone County, scraped on the cliff every time, and we were on the other side of the road, scraping it down to bare metal. These were extreme conditions, nothing against the equipment, there's no one that could survive that; we've lost some librarians that way, too.

My unit, the Read-arama, was the last one on the road. I was on the road three days a week in nine counties; I was there once a month maybe. I broke down every time I was out for three

months. These are not little breakdowns that your driver can repair, like a hose or oil; these are major things, like the roof coming in.

I kept telling my bookmobile driver, " The roof's coming in. The roof's lower, I have to bend more," and he kept saying, "You're getting claustrophobic, you need to get out of here and take a vacation," and the roof just literally fell in; it just rusted and the lights and all those things fell in. Mr. Glazer was really upset when he got that bill.

What did it was when we had to be towed, tractor trailer and all from Lewisburg, West Virginia, which is a good hundred and fifty miles from Charleston, over a mountain range. I didn't even ask him what the bill was. I just got called to the office, and Mr. Glazer said, "No more bookmobile."

I felt badly because it was a very very successful service. However, successful to what point is what we had to evaluate. When Mr. Glazer said we would have no more bookmobile, I felt as if someone had stabbed me in the back. What were they going to do?

Mr. Glazer said, "I don't know, but the units just aren't going. We're patching one up for one more run. I am sending the video crew with you (we have our own television studio) and your assistant and camera crew, and you tell people that you won't be back, let them take whatever books they want, and give them a jiffy bag and a label." I said, "We'll never get those books back," and he said, "Well, what I'm concerned about is getting

you back. Give them anything, appease them, and then pull back out of town."

We did that. We went down and told people we wouldn't be back next month and gave them a "jiffy bag." They asked what was the matter, and we had to explain. They were upset and wondered what they would do without bookmobile service.

We put all their statements on videotape as we went from stop to stop. "We want bookmobile service, we want library service," the people said, and it was all recorded.

When I got back to Charleston, Mr. Glazer said, "How was it?" I said, "Do you want to know?" He said, "Come to my office." I said, "You've got nine counties out there angry, southern West Virginia angry." And he said, "Good. Depending on how angry they are and how hard they want to work will depend on what happens."

He said, "We're going to give everyone a bookmobile, we're going to give everyone a unit." Now we already had at this point, 1977 in March, the "instant library," which is an octagon shaped modular structure. This is the "instant library," which we've had since 1973 in the state of West Virginia. It's a beautiful little library; it's got 1,200 square feet; it has a very open interior, a very informal interior; it holds about 25 ranges of shelving, which translates to about 8,000 volumes on the shelves; most of mine have between 12 and 15,000 volumes because of the high circulation, and rolling carts and all those kinds of things.

We already had this, and I said, "Mr. Glazer, my little communities that I went to can't afford this." At the time this cost about 100 dollars a month in utilities. They didn't have this kind of money.

The commission and Mr. Glazer met, and we started the first outpost libraries. What they are are modular structures; they hold 19 ranges, about 5,000 volumes; they are highly insulated. We estimated before we got them going it would be $35 a month for all utilities; it came up to that in 1982.

All it needed was a cement foundation and a hook-up for electricity and water and that was it. The books were kind of incidental ... from our library. And this is what we came up with. We now have about 27 of them around the state, and they're beautiful.

When you walk inside the door, none of them looks the same. They're beautiful structures; they're low to maintain. The key, the West Virginia Library Commission felt, was that they should provide full service. I was there maybe once a month for three to six hours to keep the schedule going.

They have to be open a minimum of 30 hours a week. They must do evening and weekend hours; they must provide programs and services; we train the staffs, we work with the boards of trustees, either through my office or the regions, and this is the result.

We have at this time about 38 instant libraries and 27

outpost libraries. A key advantage to these two facilities is that they are low to maintain for a small rural community. Everyone asks me what size of community we would put these in. Well, we have them in all the corporated crossroads. We don't go so much on community size; we go on service area.

We have a general store and a post office in most of the towns I work in. Shopping areas are something that haven't hit my area of West Virginia yet. These are the kinds of things we look at; where are people going to get the groceries? Where are they going to get their mail? That's the key to it. Where are the people going?

These are the two alternatives we found to the bookmobile. Now we still have 17 small bookmobiles going around the state of West Virginia from regional library set-ups to one day stops in and out. The schools in West Virginia are deplorable and have for all practical purposes no school libraries.

We've been working towards getting more people to come to these different units. It takes a lot of work to get to that point. We are now in the addition stage. We are building additions to the instant library. Any or all of these eight sides of this library can be taken off and another unit added, either another octagon, a rectangle, or a square; they're adding on to these at a fast pace.

One nice thing about these two types is they provide full film services. In West Virginia we have only about 35 movie theaters in the state; in rural areas there are no movie

theaters. We pack people into these libraries for movies. We have an extensive film library. What we've done is made an outdoor movie theater, put a sheet up over the back end of it, put the projector outside in the evening, and have a nice family outdoor movie on the grass. They've been going over pretty well.

Those are the kinds of things we can offer on this kind of unit. As I've said, none of them looks alike. Some people say that if you've seen one, you've seen them all. None of the instants or outposts looks alike at all. I thought the outpost library was pretty limited in how it could be arranged inside, but it's amazing how one can be fixed up.

We've built several outpost libraries where we knew they could use an instant library, a bigger library, but they couldn't afford it. These are the kinds of things that have happened and that we're working with.

I know from talking to many of you that everyone in the state libraries is getting involved in the illiteracy problems. Mr. Glazer and Shirley Smith and I are on the West Virginia Coalition of Literacy. The statistics on those kinds of problems nationwide are very high.

In West Virginia we don't know exactly what the figures are; but it seems that at this time as we're dealing with the problem of illiteracy, we need to know that there are books out there. In some of the schools the teachers can't assign homework, because they don't have books to go around.

A public library is somewhere they can get books. Libraries have become very active in working with literacy volunteers, housing the tutor-student relationship there, providing materials, etc.

In West Virginia we measure library service not in miles, but in minutes. One of the goals of the West Virginia Library Association and the Library Commission is to give public library service to our citizens no matter where they live in the state within 15 minutes. I think that would be awfully hard to measure in miles, because if we build a library that's only six miles away from one of our other libraries, it looks really funny. They're right there together.

But what you don't see is this huge mountain that is impassable six months of the year. If you don't get to Quinwood by October, you don't go back until May. These are the kinds of things we look at when deciding where to place outpost libraries.

One of the criteria that we used in these buildings is that the people be willing to help with the establishment. We said, "Fine, if you set up your board of trustees, if you work on obtaining some local funding, if you contribute to this by building your foundation, then we will contribute the building, the equipment, and all the books and training for your librarian, and some operational money for staff out of your per capita money."

When we first went out and bid for the outpost libraries in September of 1977 for 12 units at a time, the cost was $12,500.

Now they're up to about $26,000, and that's fully equipped. It's a small cost compared to what my unit was costing us on the road, although I do not have figures on that here.

We made these structures affordable to the communities, but at the same time the communities really contributed to the active result of having the library there.

The one mistake I have made in the eight years I have been building units is in seeing that a community needed a public library, listening to a state delegate who recognized the need of that community having a library, knowing she was on the finance committee, president of one of my boards, and going along with her in helping to obtain a public library there without involving the community in the project.

We have had problems for four years up there, and we never will, I don't think, get any community involvement in any tangible source other than people using the public library, other than the governing authorities.

If a community wants a public library, we will listen to them and work with them, but they have to be willing to do half the work in the beginning part, and it's not always money; a lot of it is community labor and those kinds of things.

The outpost library can be picked up and moved when it's outgrown. That's what we were hoping for seven years ago. Now we're building additions onto them, because although we can pick them up and move them and put a new instant library down, they still couldn't handle the utilities.

I'm building a new instant library in one of my communities that has an outpost library. I can't wait to be down there when that truck comes and we move that unit back off that foundation, and I hopefully move it to one of my other locations in my area. That would be the first one we have moved.

We have not been able to obtain any state money to match the new federal money out, and 50% local from these communities is just too much to ask from them. The economy is terrible in my area, and everyone is running scared of the revenue-sharing cut. Most of the libraries in my area of West Virginia are funded by revenue sharings totally from their county and from their cities and from their board of education moneys, and it will really hurt.

So hopefully we will see how easily maintained they are. But they're fun, nice, good little structures. They're highly insulated, and they were designed as public libraries; The outpost library was prefab built on bid, and the person who got the bid was a company in Centerpoint, Pennsylvania for the first 24. Now we are stick building them, because they came underneath the jobs bill.

We are circulating video tapes, because a lot of the people don't have cable. Satellite dishes are cropping up all over West Virginia, even in the poorest areas; they also have the video, the books on cassettes. We offer through these outposts the full services that they could get at any of the big public libraries in the state: interlibrary loans, film services, reference,

printing; all of our things are printed with our own print department.

We have our own tv studios, which are on the air two hours a day; that's what holds us down pretty much, doing information television; we have our own radio stations; all these things are free and usable by the smallest of our public libraries in the state, and that makes a big difference.

One service that we have for librarians is a mini-two week course that we do to introduce our small community librarians to library service. It's a Master's Degree program in two weeks. We cover every gambit of public library service to give them that big picture, whether they use it every day or not, just to give them the picture of how they are involved, how their little public library fits into the scheme of public libraries in the United States.

I have worked in 25 libraries, and I would stack most of those 25 librarians, with one exception, against any of the professionals that I worked with, and even myself. They're energetic, they're out there doing things, and they have no reserves on trying innovative programming.

Library people have become very vocal in West Virginia, and I think that's good, because the public library is the only part of the state government they see that deals with everybody, the young and the old, with special projects and programs for everyone. These outpost library buildings are totally accessible to whatever you want to do. I'm not saying that bookmobiles

aren't feasible and useful, but for our needs we found these other options to be best.

## Wrap-Up--Evaluation

By Bernard Vavrek

(Coordinator, The Center for the Study of Rural Librarianship,
Clarion University of Pennsylvania)

While I have the pleasurable opportunity to finish up things in some official capacity, I hope you would understand that this would be really a dialogue between us, involving all of you; while we will probably not need to go to 3:45 p.m., be prepared, because in a few moments we're going to ask those of you who perhaps haven't had the opportunity that you should have had to make any comments that you would like.

I've divided this into a couple of different categories, and I'd personally like to add my own compliments to the State Library and to the individuals who were responsible for keeping the trains running on time and for the whole idea of the conference itself.

It seems to me it's always a useful follow- through question to ask when the next conference is going to be, the second annual bookmobile conference, etc. It seems to me the only fair thing in terms of the responsibility of an evaluator is to look at the objectives of the workshop. I was talking to John Philip just to review them last evening, and I'd like to quickly go down the four major objectives and to make quick comments relative to each one of them.

The first objective was to provide reinforcement and encouragement for those involved in bookmobile service. Without

proclaiming that on the banner underneath the great seal of the State Library of Ohio, I think that the contributions of all of you and the contributions of the speakers all contributed mightily to the activities of the past two days.

The second objective was to provide information and techniques for the improvement of bookmobile services. I would be the first to admit, hardly being an expert on bookmobile services, that I personally heard a lot of good ideas, everything from putting up signs indicating where the bookmobile stops to having volunteers.

I also heard a lot of other ideas, for example, one was that there should be a first nuclear-powered bookmobile, someone suggested. Also because of the current dissatisfaction with generators, someone suggested that there should be a reel attached to the back of the bookmobile that would toss out 34 miles of electrical cord; it would be the greatest extension cord in history. Also several colleagues suggested at dinner that because of the great interest in the space shuttle, there should also be the first bookmobile shuttle, or at least some effort should be given to books floating around in space for those people who will be doing their studies, etc. And of course there were many other more tangible and practical ideas that were offered.

The third objective was to provide new data relative to subjective analysis of bookmobile services in the United States. You'll have to judge to what degree that was accomplished. We

did promise that as soon as the data are completely compiled, we'll send a composite to each one of you. I'd like to encourage, once you have an opportunity to see the questionnaire and to study the data, we'd be delighted for further ideas that you would have regarding questions or topics we did not include in the first survey; in fact, as we had suggested at the first meeting, surveys tend to elicit more questions than providing answers.

The fourth objective was to provide assistance in the development of a systematic planning method for further interpretation of bookmobile services. Jack Kues addressed himself to that this morning.

I have a few additional comments if you will tolerate some quick extensions of remarks. In terms of the comments that Jack had made this morning, it seems to me that one of the difficulties that we have is providing the data that are necessary. For many years librarianship was operated with a dearth of data; many times individuals making decisions were using conjecture, because there were no hard data available. That needs to be rectified.

Also, if there is any desperate need, it is suggested by the discussions we have had relative to the way that rural America is changing and the way rural America and the rural community which your library services is also changing. As I jumped from table to table this morning listening to the various discussions, the recurring theme was: how are communities changing and how are

the populations changing? And if there is any way to judge this change it is through the ability of collecting information. That, of course, does not answer problems; it simply gives hopefully reliable raw information on how judgments can be made.

In terms of planning and collecting data, in terms of goals and objectives, remember that they are really different things. Goals are usually long directed matters; a goal is usually to increase the usefulness and appreciation of the public library; it tends to be philosophical, it tends to be theoretical; it's also directed down the road. The objective is short range, to increase the circulation of the bookmobile, to increase programming, and in terms of data collecting and evaluation, my personal view is that they must always be made in relation to the goals and the objectives that each one of you sets.

One of the difficulties has been somehow thinking that nationally there can be a uniform basis developed on which judgments can be made about anything, particularly library services. We have cycles of events, standards for public library service; mission statements now are back to output measures, which are useful because they give standard things. But these standard things always have to be refereed locally.

The American Library Association has done a favor to American librarianship because of the recent thrust in the realm of marketing, marketing for non-profit organizations. Unfortunately, it has come a little late, but apparently the library sector is not the only one reaching for techniques, but also

hospitals, churches, etc.

In terms of the needs we have, whether it's bookmobile service, books by mail, etc.; if one were to think constantly in a marketing dimension, the big picture in librarianship today is the ability to market the service. Marketing refers to four techniques: the analysis of the problem, data gathering, the strategy for whatever change you wish to make, and then the evaluation.

So if one were to follow those four topics fairly rigorously, they comprise all of the necessary methodology needed to do an examination and to do an evaluation.

Now I will open up the floor for questions.